

**Corporate Services  
Overview and Scrutiny Committee**

**16<sup>th</sup> October 2013**

**Organisational Health Report – Quarter 1 - 2013/14 Finance,  
Performance & Risk (April – June 2013)**

**Recommendation**

That the Corporate Services Overview and Scrutiny Committee considers the report, asking questions in relation to its content and making recommendations if considered appropriate.

**1.0 Introduction**

1.1 A copy of the Quarter 1- 2013/14 Organisational Health Report – Finance, Performance & Risk (April – June 2013) was considered and approved by Cabinet on 12<sup>th</sup> September 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

12 September 2013

### Quarter 1 - 2013/14 Organisational Health Report: Finance, Performance & Risk (April – June 2013)

#### Recommendations

It is recommended that Cabinet:

- 1) Review and comment on the Quarter 1 (April – June) 2013/14 performance against targets set. (Appendix T)
- 2) Review and comment on Quarter 1 (April – June) 2013/14 performance against the Going for Growth targets set (Appendix U)
- 3) Note the Quarter 1 (April – June) revenue outturn position, performance against the delivery of the 2013/14 savings plan and the forecast reserves at year-end.
- 4) Approve the net transfer from reserves totalling £1.735 million
- 5) Note the revised capital payments totals and the revised financing of the 2013/14 capital programme as detailed in Table 3 and detailed in Appendices A to S.
- 6) Note the management of significant risks as outlined in Section 7.
- 7) Review and comment on the detailed messages highlighted by Corporate Board in Section 8.
- 8) Authorise the Head of Finance to make the necessary changes to budgets as part of the realignment of responsibilities across the People Group.
- 9) Note the impact of the 2013/14 forecast financial performance on the delivery of the Medium Term Financial Plans as outlined in Section 10.

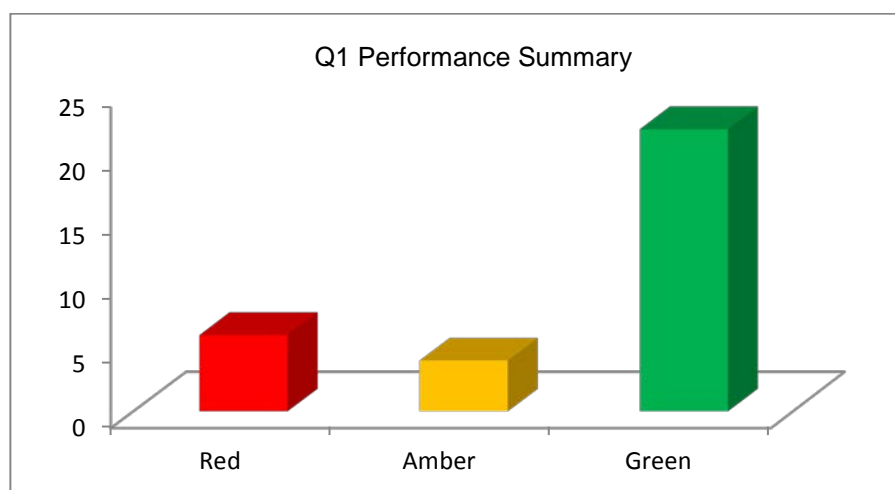
#### 1. Key Issues

- 1.1. The following report provides Members with a joint picture of how the organisation has performed in terms of: delivering on our key performance measures; the financial management of our resources and in managing and responding to significant risks (i.e. strategic and business unit risks which still

have a residual 'red' rating following mitigation) at the end of Quarter 1 (April-June) 2013/14.

## 2. Performance – Quarter 1 High Level Summary

- 2.1. The Quarter 1 (April – June) 2013/14 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 June, we are able to report progress against 32 of the 54 measures. Of the 54 measures 3 are staff survey indicators, which are not due to be reported against in 2013/14, leaving 19 we are currently unable to report against for Quarter 1. Performance of the 32 measures is as detailed in the graph below with 22 (69%) being forecast to be on target.



### 2.3. Quarter 1 2013/14 Performance Highlights

The table below presents Quarter 1 performance information by 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.

Ambition	Red	Amber	Green	Subtotal	NYA	Not collected this year	Grand Total
1: Community & Customers	0	0	1	1	3	0	4
2: Safety & Protection	3	2	6	11	2	0	13
3: Care & Independence	1	1	4	6	4	0	10
4: Enterprise, Transport & Tourism	0	0	7	7	1	0	8
5: Environment & Housing	2	0	0	2	1	0	3
6: Schools & Education	0	0	2	2	3	0	5
7: Organisation	0	1	2	3	5	3	11
<b>Total</b>	<b>6</b>	<b>4</b>	<b>22</b>	<b>32</b>	<b>19</b>	<b>3</b>	<b>54</b>

- 2.4. 6 measures are currently being forecast to miss the target set and they are:
- Children who are both looked after and subject of a child protection plan
  - Incidents of serious violent crime per 1,000
  - The number of fire related injuries per 100,000 population
  - Admissions to residential care homes per 1,000 population
  - The % Co2 reductions delivered through Corporate Projects
  - The number of extra care units available for use by customers eligible for WCC Adult Social Care

### **3. Going for Growth**

- 3.1. The Quarter 1 (April – June) 2013/14 Going for Growth Summary (**Appendix U**) provides Members with a summary of progress against the delivery of our Going for Growth agenda.

### **4. Financial Monitoring – High Level Summary**

- 4.1. Table 1 provides a one page summary of the financial performance of each service compared to the plans approved in March. At the end of Quarter 1 the projected revenue outturn position for the authority is an underspend of £0.710 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £2.620 million. There is insufficient funding in DSG reserves to meet this overspend if it materialises at the end of the financial year. Any gap would have to be met from corporate resources. The implications of this are picked up in more detail in Section 10.
- 4.2. The projected outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £3.330 million. Any projected underspends by services form a contribution to their reserves. This money is then available to support spending in future years and to assist in any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.

Table 1: Summary of the Forecast 2013/14 Outturn Financial Performance as at Quarter 1					
	Col. 2	Col. 3	Col. 4	Col. 5	
	Group/ Service	Revenue (Under)/ Over Spend  £'000	Savings Delivered (Above)/ Below Target £'000	Capital Programme	
				2013/14 Variation in Spend £'000	Variation to total capital Programme  £'000
	<b>People Group</b>				
	Safeguarding*	617	0	0	0
	Social Care and Support	1,477	1,997	0	0
	Business Manager*	(1,110)	59	0	0
	Strategic Commissioning*	(595)	0	-	-
	Early Intervention and Family Support*	(52)	465	(1,000)	0
	Learning and Achievement*	3,550	575	5,260	7,559
	<b>Resources Group</b>				
	Customer Service	(300)	0	(1,473)	(11)
	Finance	(132)	0	-	-
	Human Resources & OD	(32)	0	-	-
	Information Assets	13	0	0	0
	Law and Governance	(18)	0	-	-
	Physical Assets	(229)	0	(1,011)	130
	Service Improvement & Change Management	(57)	0	-	-
	<b>Communities Group</b>				
	Sustainable Communities	(505)	(184)	(874)	532
	Localities and Community Safety	(576)	0	0	0
	Transport and Highways	(768)	0	(2,010)	401
	Public Health	14	-	-	-
	<b>Fire and Rescue</b>	(1,475)	0	(4,643)	(582)
	<b>Other Services*</b>	(532)	-	-	-
	<b>Total</b>	<b>(710)</b>	<b>2,912</b>	<b>(5,751)</b>	<b>8,029</b>

Note: \* indicates services where the revenue outturn is partly funded by DSG. Column 3 shows the total revenue variation for each service. 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 2013/14. 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 2013/14 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).

- 4.3. A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, 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.
- 4.4. The 2013/14 budget included a savings target of £58.215 million as the last year of the current Medium Term Financial Plan. Currently savings of £41.387 million have already been delivered and a further £13.916 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £2.912 million under achievement in the delivery of the savings plan by the end of 2013/14. The detail of the delivery of the savings plan on a service by service basis is also shown in Appendices A to S. The impact of any underachievement of savings is highlighted in Section 9 where the impact of the financial information presented in this report on reserves is considered.

- 4.5. In March Council approved £107.483 million of estimated capital payments in 2013/14. The latest forecast for capital payment in 2013/14 is £101.734 million. The difference is primarily due to the re-phasing of project spend from 2013/14 into later years. The key messages in relation to the capital budget and its financing are highlighted in Section 6.

## 5. Revenue Spending

- 5.1. A number of budget virements between Business Units as well as processing transfers from reserves agreed by Cabinet in June 2013 means the revised budget is £13.455 million higher than that set by Council in February 2013. The effect of these adjustments is shown in Table 2. The remainder of the section highlights the key areas of under/overspending.

<b>Table 2: 2013/14 Revenue Budget – Summary of Agreed and Projected Changes</b>						
Group/ Service	Budget as at 01/04/2013 £'000	Agreed Changes £'000	Revised Budget £'000	Variation		
				£'000	%	
<b>People Group</b>						
Safeguarding	38,307	228	38,535	617	1.6	
Social Care & Support	109,184	131	109,315	1,477	1.4	
Business Manager	6,664	0	6,664	(1,110)	-16.7	
Strategic Commissioning	14,781	1,665	16,446	(595)	-3.6	
Early Intervention and Family Support	12,890	(8,853)	4,037	(52)	-1.3	
Learning and Achievement	82,411	9,941	92,352	3,550	3.8	
<b>Resources Group</b>						
Customer Service	9,902	208	10,110	(300)	-3.0	
Finance	4,468	325	4,793	(132)	-2.8	
Human Resources & Organisational Development	5,900	501	6,401	(32)	-0.5	
Information Assets	6,539	341	6,880	13	0.2	
Law and Governance	1,025	68	1,093	(18)	-1.6	
Physical Assets	13,177	120	13,297	(229)	-1.7	
Service Improvement and Change Management	2,400	13	2,413	(57)	-2.4	
<b>Communities Group</b>						
Sustainable Communities	20,676	3,947	24,623	(505)	-2.1	
Localities and Community Safety	9,187	667	9,854	(576)	-5.8	
Transport and Highways	26,839	1,113	27,952	(768)	-2.7	
Public Health	20,978	860	21,838	14	0.1	
<b>Fire and Rescue</b>	19,858	1,797	21,655	(1,475)	-6.8	
<b>Other Services</b>	(198,266)	383	(197,883)	(532)	-0.3	
<b>Total</b>	<b>206,920</b>	<b>13,455</b>	<b>220,375</b>	<b>(710)</b>	<b>-0.3</b>	

5.2. The most significant areas of variation are in relation:

**Safeguarding** – Whilst the budgets for Looked After Children are being effectively managed there are pressures for the service relating to court directed contact costs and an increase in Special Guardian Orders.

**Social Care & Support** – Overspends on residential and nursing budgets together with higher costs of alternative day care services are partly offset by underspends from within the service as a result of implementing planned transformation projects.

**Business Manager** – The costs of transforming Social Care and Support are lower than anticipated together with savings from the restructuring of the Business Unit and a drop in the number of adult transport users resulting in a forecast underspend.

**Learning and Achievement** – The overspend for this Business Unit is mainly attributable to budget pressures within Special Education Needs. A High Needs Task and Finish Group has been set up and a number of measures are being investigated to address these budgetary pressures.

**Sustainable Communities** – An increase in agreements with developers has resulted in higher income than anticipated. This income will be used to fund expenditure in future years.

**Localities & Community Safety** – There are a range of underspends across the services provided by the Business Unit, most notably a receipt from Warwickshire PCT for pooled drug treatment and vacant posts coupled with planned delays in recruitment.

**Transport and Highways**– Three areas have contributed to this underspend; speed awareness workshops, income from utility companies and fewer bus pass renewals than anticipated.

**Fire and Rescue** – This underspend is due to funding for the Fire Control Project being included in this year's budget whereas expenditure is planned over both this and next financial year.

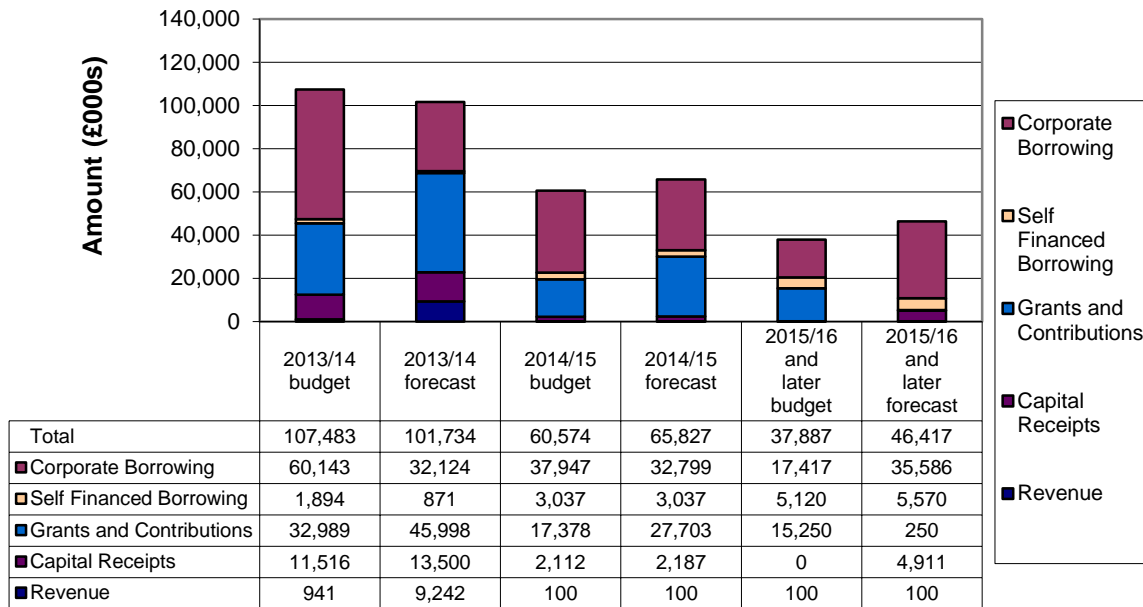
## 6. Capital Budget Update

6.1. The capital budget provides for spending on assets which have a life of more than a year. At the start of the financial year the approved value of capital payments in 2013/14 was £104.863 million and a further £87.596 million over the medium term. Since April a number of new schemes have been approved, and the 2012/13 outturn position has been finalised. As a result capital payments will increase by £8.035 million over the life of the capital programme.

- 6.2. The main reasons for the £8.035 million increase are:
- A £0.532 million increase in the grant funded Rural Growth Network project.
  - An additional £0.868 million grant funded scheme for vulnerable two year olds.
  - A £0.404 million increase in various third party and developer funded transport schemes
  - A £0.375 million increase in the grant funded Willows Primary School Extension project.
  - The balance is spending on schemes that were expected to be completed in 2012/13, but where residual spending has slipped into 2013/14.
- 6.3. 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.
- 6.4. As well as approving the revised spending in the capital programme, Cabinet must also ensure it has sufficient funding available to meet its capital payments in each financial year.
- 6.5. Table 3 shows how the capital expenditure shown in Appendices A to S is to be financed. These figures include the remaining unallocated borrowing agreed in the February 2013 budget of £13.484 million over the medium term. The effect of the capital spending forecasts shown in this report will result in an overall increase in the capital programme of £8.035 million. This increase is made up of the following movements to financing:
- An increase of £8.301 million in revenue contributions to capital. This increase is due in the main to debt repayments of £8.151 million from reserves agreed by Cabinet in June 2013.
  - An increase of £8.335 million in grants and contributions. This increase is caused in the main by grant carry forwards from 2012/13 into 2013/14.
  - An increase of £6.970 in forecasted capital receipts. This increase results from a £2.000 million increase in the actual receipt agreed for the South West Warwick site compared to the expected receipt and the identification of additional assets for disposal in 2015/16 and later years of £5.000 million.
  - A reduction in self-financed borrowing of £0.573 million.
  - A reduction of £14.998 million in corporate borrowing as a result of the above changes.
- 6.6. The overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP. Any re-phasing of the revenue impact of the capital programme as a result in the changed profile of spending will be picked up as part of the 2014/15 budget process.



**Table 3 Estimated Financing to 2015/16 and later years**



## 7. Corporate Risk – High Level Summary

- 7.1. 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.
- 7.2. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 7.3. 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.
- 7.4. 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 Fire tragedy on the organisation	16(R)	8(A)
Fail to meet the needs, demands and expectations of the community	9(A)	4(A)
Young people and vulnerable adults suffer injury or death and questions will be raised as to whether the LA & its partners could have intervened to avoid it happening.	16(R)	12(R)
Local Authority 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)

- 7.5. Excluding one risk that has been escalated to the Strategic Risk Register, there is currently one other net red business unit risk.

Risk Description	Gross Risk Level	Net Risk Level
Young people and vulnerable adults suffer injury or death and questions will be raised as to whether the LA & its partners could have intervened to avoid it happening ( <i>also included on the Corporate Strategic Risk Register</i> )	16(R)	12(R)
Industrial action by operational firefighters, service control staff or support staff.	16(R)	12(R)

- 7.6. 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 who can be contacted for more information. The following paragraphs detail further information, which have been provided by the risk owners.

- 7.7. Young people and vulnerable adults suffer injury or death and questions will be raised as to whether 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 relevant Safeguarding Boards have a duty to review such cases and ensure that the multi-agency learning and consequent action plans are formally reported. 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.

7.8. Industrial action by operational firefighters, service control staff or support staff

At the time of writing the Fire Brigades Union (FBU) are balloting their members for strike action over Pensions reforms. This is a national ballot following a dispute between the FBU Executive Council and the National Employers, the Government - the scope of negotiations therefore are beyond local negotiation. Should the ballot return a strong enough vote for strike action, we could see the first strikes in early September. There are no dispensations in law to excuse the Fire Authority of its statutory duties and therefore an emergency fire and rescue service is expected to be provided; a legal duty as well as a moral one. The Fire Authority are also notified that any form of action will not be supported by Military aid (MOD will support with provision of premises and vehicles but not people). This would be the first strike handled by the Service without Military aid.

The County's emergency call handling 'Fire Control' facility will not be affected by the action. Business Continuity Planning for fire cover is based upon a system of 'degradation' - that is cover reduces in accordance with availability of people. Planning assumptions regarding degradation are based upon the availability of fire appliances from 5 strategic locations. The locations have been based on an analysis of demand over a two year period for the more serious types of incident (category 1 and 2 incident types). The response times for supporting appliances in this model is extensive and specialised appliances would not be available, nor crews to use the national resilience vehicles. The model represents a significant reduction in fire cover across the County and will be supported by a significant public safety and awareness campaign. With such depleted resources the Service would be unable to provide response for waterborne incidents, rescues from heights, hazardous materials and environmental incidents. Our ability to support neighbouring fire and rescue services will be based on best endeavours depending upon the situation in Warwickshire at the time - the reverse will also be true in terms of neighbouring Service's ability to respond to support Warwickshire. The Chief Fire and Rescue Adviser has been notified that Warwickshire would not be able to provide a 'national' response during any strike period.

Negotiations are being undertaken with the Fire Brigades Union to agree return to work principles in the event of a 'life-risk' incident and for cessation of action in the event of a major emergency. The Service is also discussing issues relating to conduct and the return to normality with Unions.

A verbal update on the likelihood of industrial action and the authority's response to it will be provided at the meeting.

## 8. Commentary from Corporate Board

- 8.1. It was expected that the greatest pressure on budgets would be as we entered the third year of the current Medium Term Financial Plan. This report provides an early indication that this is proving to be the case. Corporate Board are determined that effort should be brought to bear, to ensure the finances of the authority remain under control. We have instructed the People Group to bring their budget and the delivery of their savings plans back on track. We will continue to monitor this closely and have noted the actions the Business Units have already put in place. These include: working with regional and sub-regional colleagues to strengthen our collective positions in the purchase and provision of services; a project to align transport services with the personalisation and supporting independence agendas and the creation of a High Needs Task and Finish Group to look at proposals to address the budget pressures of special educational needs out of county placements in particular.
- 8.2. As part of the process of delivering their Medium Term Financial Plan targets People Group are looking to realign the responsibilities across the Heads of Service within the Group. This is supported by Corporate Board. A feature of this restructure is that functions will be transferred to Resources Group or between Business Units in People Group to ensure there are no overlapping responsibilities. Cabinet are asked to authorise the Head of Finance to make the necessary changes to budgets to ensure accountability for the delivery of services and their financing remains aligned.
- 8.3. Whilst we have highlighted some of the pressure points in the budget, there are also positive messages. The use of underspends in 2012/13 to repay debt and the forecast generation of more capital receipts than when the capital budget was agreed in February has resulted in a £15 million reduction in borrowing over the life of the programme. This will, over time, support the Council's aim of reducing debt outstanding.

## 9. Impact on Reserves

- 9.1. In the Outturn Report to Cabinet in June 2013 our total reserves as at 31 March 2013 were £114.061 million.

A repayment to the Service Realignment Fund by the Finance Service of £0.343 million was not included in the 2012/13 Outturn Report. In addition, a number of other minor adjustments took place between the Outturn Report and the Final Statement of Accounts of £0.041 million which reduced the final reserves position.

As a result, at the start of 2013/14 our revised reserves were £114.363 million. These are forecast to decrease to £99.234 million by 31 March 2014. Details are shown in Table 4.

<b>Table 4: Reserves Projection</b>				
Reserve	In-Hand/ (Overdrawn) 1 April 2013	Previously Approved Changes	Effect of Forecast Outturn	Forecast In-Hand/ (Overdrawn) 31 Mar 2014
	£'000	£'000	£'000	£'000
General Reserves	18.832	(2.754)	0.697	16.775
Medium Term Contingency	13.315	-	-	13.315
Insurance Fund	8.015	-	-	8.015
Service Realignment Fund (1)	8.840	0.214	-	9.054
Capital Fund (2)	0.387	-	-	0.387
Earmarked – Schools	19.673	-	-	19.673
Earmarked – Non-Schools	15.651	(3.757)	(0.165)	11.7 29
Service Savings	29.350	(12.162)	2.798	19.986
Community Infrastructure Levy	0.301	-	-	0.301
<b>Total</b>	<b>114.363</b>	<b>(18.459)</b>	<b>3.330</b>	<b>99.234</b>

**Notes:**

The Service Realignment Fund is for meeting the upfront costs of realigning the services of the County Council in response to future resource projections.

The Capital Fund is used to help fund capital expenditure as required.

The table may not sum due to slight rounding differences

9.2. Members are asked to agree to the following changes in reserves that have been requested by services based on their current projected position. The net effect being a one-off transfer from reserves of £1.735 million in 2013/14.

9.3. Proposals for transfers to Reserves:

- £0.500 million to a new reserve to be called S38 Developer Funding. This is due to a substantial increase in income as Sustainable Communities have entered into a number of S38 agreements. This will be drawn down as costs are incurred for works and employee costs; this will span several years.
- £0.232 million to be transferred into the Drug & Alcohol Action Team reserve within Localities & Community Safety. This ringfenced funding that has been received from Warwickshire Primary Care Trust and will be used to support the service's plans in future years.
- £0.075 million to be transferred into a new reserve to be called Heritage and Culture Services – Our Warwickshire within Localities & Community Safety. This will hold ring-fenced money for the second phase of the project to be delivered in 2014/15.
- £0.200 million to be transferred to the Speed Awareness Workshop reserve. This is a combination of a £0.250 million transfer to reserves which was originally part of Transport and Highways' carry forward requests to support spend on safety cameras in 2013/14 (it has since been decided that this is not required and so the funding, which is ring-fenced income from Speed Awareness Workshops (SAW), will be returned to the SAW reserve) offset by a £0.050 million transfer from reserves to fund mobile enforcement vans.

#### 9.4. Proposals for transfers from Reserves:

- £0.450 million from the Family Intervention Project reserve within Localities & Community Safety to fund the project in 2013/14.
- £2.218 million from the NHS Grant reserve that was being held whilst agreement was being reached with local health services as to how the funding would be used. Now reached, this funding is to be allocated to Social Care & Support to support their spending in 2013/14.
- £0.074 million from the Business Centres reserve within Sustainable Communities to fund maintenance works on Church Lawford Car Park.

9.5. Reserves are held in accordance with the Council's reserves policy. Overdrawn reserves (except Fire Pensions and the Schools IT loan reserves) are a first call on 2014/15 budgets. Meanwhile, any service reserves that are overdrawn in the current year are effectively a temporary call on General Reserves until they are repaid.

9.6. General reserves are projected to be £16.775 million by the end of the year. This includes £0.741 million committed to fund future years of approved Going for Growth schemes. Any need for additional reserves or if there are any reserves available for use will be considered as part of the 2014/15 budget. This will include the Head of Finance updating the risk assessment of the minimum adequate level of general reserves it is appropriate for the authority to hold.

## 10. Impact on the Medium Term Financial Plan

10.1. As was reported in 2012/13 it was always expected that as we moved to the end of the current Medium Term Financial Plan the pressure on resources would increase. As can be seen services within the People Group are reporting a shortfall in their savings plans for 2013/14. The other business units are forecasting to be able to achieve their savings plans in total within the year.

10.2. Whilst there remains an overall revenue underspend it is lower than forecast at the same time last year and this is further indication of the pressures on services across the whole of the County Council. It also needs to be noted that these underspends are one-off resources and are not an alternative to the delivery of the agreed savings plan or available to support the overall budget on a permanent basis in future years.

10.3. Of more immediate concern is the overspend of £2.620 million on services funded through the centrally managed DSG. Whilst remaining DSG reserves can mitigate some of this, the overspend is a recurring issue across services. Projects and plans already underway to reduce the structural overspend, which is predominantly within high needs services, are being reported and scrutinised by the High Needs Board chaired by Sarah Callaghan. However, if

no solution is found the ultimate fall-back position is that it will impact on corporate reserves. Any need to use corporate reserves may require these to be refinanced as part of setting the 2014/15 budget thereby increasing the £92 million savings required over the period of the 2014-18 Plan. Consequently it is important that the 2013/14 expenditure is brought back within budget.

- 10.4. As part of the 2014-18 Organisation Plan Members will need to decide whether to reaffirm the clear proposition that we will only provide resources to support schools and pupil related services up to the level of the DSG with no top ups across all aspects of our service / activity.
- 10.5. In summary, the overall position will need to be kept under review more closely than in previous years as the focus on delivering the MTFP needs to remain a priority for the organisation. As has already been highlighted the availability of short term resources cannot be allowed to mask emerging underlying pressures. It is critical the sound finances of the organisation are maintained as we finalise a new MTFP to take the organisation through to 2018.

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Portfolio Holders: Cllr Alan Cockburn, Cllr Jeff Clarke, Cllr Colin Hayfield

**Customer Services - Kushal Birla**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Hayfield (Customers)**

**2013/14 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
Customer Contact and E-services	2,987	111	3,098	3,098	0	Although this service area is showing a balanced budget, it should be noted that the budget for the Warwickshire Local Welfare Scheme is underspent by £163k and the cost centre for Improvement & Development is overspent by £163k. Any underspends within the Customer Service Unit will be used to progress the Digital by Default programme. As the Warwickshire Local Welfare Scheme is in its first year of operation it is continuing to be developed.
Marketing & Communications	370	24	394	406	12	
One Front Door (Formerly One Stop Shops)	272	0	272	246	(26)	This underspend is due to the restructure of the Library/Registration/One Stop Shop management team and will be used to support the Digital by Default programme.
Registration Services	105	55	160	(93)	(253)	The underspend is as a result of increased income generation. This underspend will be used to support future projects, primarily, the Digital by Default programme and redundancy costs.
Other Customer Services	545	0	545	546	1	
Business Development	305	0	305	305	0	
Library & Information Services	5,082	(4)	5,078	5,044	(34)	
Customer Relations	236	22	258	258	0	
<b>Net Service Spending</b>	<b>9,902</b>	<b>208</b>	<b>10,110</b>	<b>9,810</b>	<b>(300)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	0		300	300		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	824	788	788	824	788	788	
CW-CL-01 and 12	Customer Relations	50	50	50	50	50	50	
CW-CC-02	Library Services reconfiguration	471	471	471	621	471	621	
CW-CC-03	Integrated Model for Communications	93	129	129	93	129	129	
	<b>Total</b>	<b>1,438</b>	<b>1,438</b>	<b>1,438</b>	<b>1,588</b>	<b>1,438</b>	<b>1,588</b>	
	<b>Target</b>		<b>1,438</b>	<b>1,438</b>		<b>1,438</b>	<b>1,588</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	



G Customer Service

2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 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	48	453	0	0	501	48	0	453	0	501	(453)	(0)	No expenditure this year as previously forecast. A report on the future use of Old Shire Hall is planned. The proposal is for this budget to finance the project pending the usual approvals.
10624000	Libraries Radio Frequency Identification	770	85	0	0	855	770	85	0	0	855	(0)	(0)	
10627000	Improving The Customer Experience- Libraries	184	5	0	0	189	184	5	0	0	189	0	0	
10631000	Library Modernisation Linked To Best Value	221	79	0	0	300	221	79	0	0	300	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	0	150	120	0	270	0	60	120	90	270	(90)	(0)	A report on the use of Old Shire Hall is planned. The proposal is for this budget to finance the project pending the usual approvals.
11040000	Improving the Customer Experience/One Front Door Improvements	0	1,000	1,000	1,000	3,000	0	80	1,000	1,920	3,000	(920)	0	Currently no major projects planned which impact on the One Front Door.
11077000	Capital Fund for Community Libraries	90	11	0	0	101	90	0	0	0	90	(11)	(11)	This project is now complete
		<b>1,313</b>	<b>1,783</b>	<b>1,120</b>	<b>1,000</b>	<b>5,216</b>	<b>1,313</b>	<b>309</b>	<b>1,572</b>	<b>2,010</b>	<b>5,205</b>	<b>(1,474)</b>	<b>(11)</b>	

Performance Information: Quarter 1 April - June 2013

Customer Service: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M01000	% Satisfaction level with the quality of services received	62	62.89				
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	92	80	98	★	98	
M01012	Number of visits to libraries	1721544	1730152	1730152	★	412148	
M01030	No. of complaints responded to within agreed timescales - general		80	80	★	100	
M01096	No. of complaints responded to within agreed time scales - Adults	35	60	18	▲	18	• Action taken to alert relevant Heads of Service and outstanding complaints action lists provided to enable conciliation checking and to ensure close down information is being promptly passed to CRT.
M01097	No. of complaints responded to within agreed time scales - Children	58	80	13	▲	13	• Action taken to alert relevant Heads of Service and outstanding complaints action lists provided to enable conciliation checking and to ensure close down information is being promptly passed to CRT.
M01100	No of processes transferred to digital against each identified major customer contact area.		6				• The programme is being progressed and is being monitored by the Digital by Default Programme Board.

**Finance - John Betts**  
**Strategic Director - David Carter**  
**Portfolio Holders - Councillor Cockburn ( Deputy Leader and Finance)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	(167)	308	141	327	186	The underspends in Corporate Finance & Advice, Communities Finance and People Group Finance is largely the result of vacancies, which are either waiting to be filled or are being held vacant in preparation for a further round in spending reductions. An element of the savings target is held against the Head of Service line. In addition, the service has generated additional income from its traded activities with schools and with district councils, as well as additional procurement income (from contract rebates) and will be reinvesting this in service improvements to ensure medium term viability. Overall, the service is forecasting a small underspend.
Corporate Finance and Advice	717	0	717	672	(45)	
Treasury, Exchequer, Finance Systems, Pensions	488	0	488	488	0	
Communities Group and Fire & Rescue Local Finance, Procurement	878	15	893	752	(141)	
People Group Local Finance, Financial Benefits & Advice	2,016	2	2,018	1,865	(153)	
Resources Local Finance, Schools Strategy & Support, Payroll	536	0	536	557	21	
<b>Net Service Spending</b>	<b>4,468</b>	<b>325</b>	<b>4,793</b>	<b>4,661</b>	<b>(132)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	0		132	132		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>132</b>	<b>132</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	1,125	1,125	1,125	1,125	1,125	1,125	See comments above - on-going savings arising from reduced staffing numbers have delivered the savings, allied with improvements to the County's use of its financial system.
RE-FI-01	Financial process efficiencies	725	725	725	725	725	725	
RE-FI-03	Reduction in financial support to both members and mana							
	<b>Sub total</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	
	<b>Target</b>		<b>1,850</b>	<b>1,850</b>		<b>1,850</b>	<b>1,850</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

Performance Information: Quarter 1 April - June 2013

Finance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M02000	Budget variance: percentage end year variance from budget		0				• Corporate monitoring report not yet pulled together.
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes	★	Yes	
M02014	Treasury Management strategy produced that supports the MTFP		Yes	Yes	★	Yes	
M02083	% of milestones within the medium term financial plan that are met		100	100	★	25	

**Human Resources and Organisational Development - Sue Evans**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 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
Advisory Services (including Health & Safety)	1,538	(17)	1,521	1,431	(90)	Variation due to holding vacancies and delay in recruiting - action is being taken to maintain staffing levels to meet demand
Equalities and Diversity	156	63	219	254	35	
Human Resources Service Centre	1,336	0	1,336	1,484	148	Underspend throughout the service area reallocated to support Human Resources Customer Relationship Management project.
Learning & Organisational Development	1,224	31	1,255	1,130	(125)	This is due to delayed transfer of the levy and delay in delivery of Learning Management System contract - action is being taken and Learning Management System now on target to deliver in September
Business Partners	609	47	656	656	0	
Human Resources Head of Service	1,037	377	1,414	1,414	0	
<b>Net Service Spending</b>	<b>5,900</b>	<b>501</b>	<b>6,401</b>	<b>6,369</b>	<b>(32)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Apprenticeship Programme	0		32	32		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	500	
CW-CL-12	Additional income generation in Equality and Diversity	15	15	15	15	15	15	
CW-WS-03	HR Advisory Service	70	70	70	70	70	70	
CW-WS-04	HR Business Partnership	18	18	18	18	18	18	
CW-WS-06	Management restructure in Workforce, Strategy and Development	80	80	80	80	80	80	
	<b>Total</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	
	<b>Target</b>		<b>683</b>	<b>683</b>		<b>683</b>	<b>683</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

I Human Resources

Performance Information: Quarter 1 April - June 2013

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M03000	% WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey	73	77.5				• No survey in 2013-14
M03001	% staff who are flexible workers						• Agreement needed on which Business Unit owns this indicator.
M03019	% of staff satisfied with the training & development that they receive in their current job	66.6	70				• No survey in 2013-14
M03020	% staff who believe the County Council is an equal opportunities employer	85.1	86				• No survey in 2013-14
M03066	% Delivery against workforce plans (WCC)		100				• Planning still underway
M03067	% Delivery of management workforce reports		100				• Pilot report for Resources Group produced and development of reports for remaining Directorates is in progress. Reports planned to be available for all Groups September 2013.

**Information Assets - Tonino Ciuffini**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	588	0	588	588	0	This includes a Going for Growth budget of £432k. Planned expenditure is being implemented now that the BDUK Contract has been signed. The national project is slipping so this may have an impact.
Members Support	98	1	99	99	0	
ICT General Unit Charge	(507)	0	(507)	(507)	0	
Strategy and Programme & Innovation	545	541	1,086	1,086	0	
Corporate ICT Development	1,275	386	1,661	1,661	0	
R&D Infrastructure Projects	545	(514)	31	31	0	
Customer and Supplier Services	313	107	420	420	0	
Production Services	872	170	1,042	1,046	4	
Systems Design & Architecture	1,740	(350)	1,390	1,390	0	
Schools and Network Team	784	0	784	793	9	
Information Management	286	0	286	286	0	
<b>Net Service Spending</b>	<b>6,539</b>	<b>341</b>	<b>6,880</b>	<b>6,893</b>	<b>13</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Information Assets - Equipment reserve	171	0		171		
ICT - Unit Charge Equalisation Account	625	0		625		
Information Assets	0		(13)	(13)		
<b>Total</b>	<b>796</b>	<b>0</b>	<b>(13)</b>	<b>783</b>	<b>0</b>	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	890	890	890	890	890	890	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	10	10	10	10	10	10	
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	100	100	100	100	100	100	
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	275	275	275	275	275	275	
New	Printing Savings	28	28	28	28	28	28	
		<b>1,303</b>	<b>1,303</b>	<b>1,303</b>	<b>1,303</b>	<b>1,303</b>	<b>1,303</b>	
	<b>Target</b>		<b>1,303</b>	<b>1,303</b>		<b>1,303</b>	<b>1,303</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	71	129	0	0	200	71	129	0	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	511	69	0	0	580	511	69	0	0	580	0	0	
		<b>582</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>780</b>	<b>582</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>780</b>	<b>0</b>	<b>0</b>	

J Information Assets

Performance Information: Quarter 1 April - June 2013

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M03001	% staff who are flexible workers						• Agreement needed on which Business Unit owns this indicator.
M04004	% of support calls resolved at the point of contact	38.08	40	40	★	47.46	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	14	0	★	0	
M04013	Overall customer satisfaction (SOCITM Customer Satisfaction Survey)	5.3	5.5				• Not measured until later in the year
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94	96	94	●	94	• 2% Under (within 10% tolerance)
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	0	0	0	★	0	
M04119	Delivery of ICT solutions to support the Digital by Default Agenda in line with the project plans and deliverables agreed at the Digital by Default Board.		Yes				• Target to be confirmed once ICT Actions Agreed. Not measured until later in the year
M04143	Implementation of first phase of Broadband Extension as defined in the procurement		Yes	Yes	★	Yes	• Completed



**Law and Governance - Greta Needham**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 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
Democratic Services	511	25	536	505	(31)	The underspend reflects vacancies in the Democratic Services Team that have not yet been filled, following the departure of three staff since the beginning of the financial year.
School Governor Services	44	10	54	54	0	
Insurance, Internal Audit and Risk Management	513	0	513	513	0	
Law and Governance Administration	1	0	1	1	0	
Legal Services	(449)	0	(449)	(436)	13	A cautious approach has been taken on the Legal Services forecast as the transforming organisation is generating different patterns of legal spend by some customers. Previous experience has shown, however, that the position is likely to stabilise as the year progresses.
Legal Core	405	33	438	438	0	
<b>Net Service Spending</b>	<b>1,025</b>	<b>68</b>	<b>1,093</b>	<b>1,075</b>	<b>(18)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	0		18	18		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	365	367	367	365	367	367	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	57	55	55	57	55	55	
CW-LG-03	Reduce core legal discretionary services	3	3	3	3	3	3	
	<b>Total</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	
	<b>Target</b>		<b>425</b>	<b>425</b>		<b>425</b>	<b>425</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

K Law and Governance

Performance Information: Quarter 1 April - June 2013

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M05000	The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	★	Yes	• Approved by Audit and Standards Committee and on track for reporting to Cabinet and Council by 30 September 2013
M05017	£ contributed to the funding of the L&G Business Unit from external legal income	22	50000	50000	★		• Q1 figure not available. Current external income figures suggest we are on track.
M05074	% Maintained schools purchasing School Governor Development Services	81	85	85	★		• The 77% is Subscription take up only and the 'Buy as you Need' purchase data will not be available until March 2014 but from historical data we are on target to achieve 85% target

**Physical Assets - Steve Smith**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Hayfield (Customers)**

**2013/14 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
Physical Assets General	731	0	731	731	0	
Construction Services	2,708	(303)	2,405	2,075	(330)	A higher than planned volume of school's projects has resulted in a greater level of fees earned, plus an underspend on the Carbon Reduction Scheme (see reserves).
Facilities Management	10,443	(436)	10,007	9,985	(22)	
Estates & Smallholdings	90	80	170	192	22	
Asset Strategy	294	0	294	278	(16)	
Programme Management & Special Projects	(1,089)	779	(310)	(310)	0	
Early Repayment of Self Financed Borrowing	0	0	0	117	117	If the underspend at the end of the year is as forecasted then the Business Unit would like to continue with its long term strategy of using the revenue underspend to reduce the interest payments on borrowing for capital projects. This will reduce the burden on the revenue budget.
<b>Net Service Spending</b>	<b>13,177</b>	<b>120</b>	<b>13,297</b>	<b>13,068</b>	<b>(229)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Salix Energy Management Reserve	403	0	60	463		
Catering Equalisation Account	302	0	0	302		
Carbon Reduction Scheme	198	0	169	367		
Traded Services equipment	35	0	0	35		
<b>Total</b>	<b>938</b>	<b>0</b>	<b>229</b>	<b>1,167</b>	<b>0</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	5	
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	1,602	408	1,602	2,536	408	2,536	
	<b>Total</b>	<b>3,637</b>	<b>2,443</b>	<b>3,637</b>	<b>4,571</b>	<b>2,443</b>	<b>4,571</b>	
	<b>Target</b>		<b>3,637</b>	<b>3,637</b>		<b>4,571</b>	<b>4,571</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>1,194</b>	<b>0</b>		<b>2,128</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10971000	Aylesford Flood Alleviation Scheme Contribution	189	736	0	0	925	189	736	0	0	925	(0)	(0)	
10972000	Planning Consent For Europa Way	73	227	0	0	300	73	227	0	0	300	(0)	(0)	
11041000	Rationalisation Of The Council's Property	396	2,347	0	0	2,743	396	1,458	0	0	1,854	(889)	(889)	Decrease in budget relates to transfer of funds to specific PRP projects - £349,171 to 11041004, £15,000 to 11097000 and £525,000 to 11230000
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	132				132	132	349			481	349	349	This project has been taken out from within the block header 11041000. The budget was originally underestimated on an assumption that specialist shelving and racking cost would be met from other budgets. This has not proven to be the case and the project has met the whole cost including the extensive storage needs of both Museums and Archaeology services. Additional costs were incurred due to the age and condition of the existing building to ensure the completed spaces met the service brief, particularly relating to damp and humidity.
11041003	Nuneaton Library	53	0	0	0	53	53	0	0	0	53	0	0	
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0	
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,732	0	0	0	1,732	1,732	0	0	0	1,732	0	0	
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	556	0	0	0	556	556	0	0	0	556	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	93	0	0	0	93	93	15	0	0	108	15	15	The increase relates to increased security costs related to a change in scope and operation of the space / property based on in-use experiences.
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	5,862	3,639	177	0	9,678	5,862	3,639	177	0	9,677	(0)	(1)	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	18	62	0	0	80	18	62	0	0	80	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	750	0	0	750	0	0	
11157000	Nton Higham Lane Sch - Repl Modular Classrms (Fire Da	0	0	0	0	0	0	0	0	0	0	0	0	

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	1,260	1,117	0	0	2,377	1,260	1,291	117	0	2,667	174	290	Additional funding contributions added to Shire Hall project - £180,000 from Structural Maintenance project 11037000 and £160,500 from Facilities project 10592000 (£110,500 is a funding increase, £50,00 replaces a revenue contribution)
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	0	0	0	199	199	525	0	0	724	525	525	Increase relates to a change of scope to include all floors and brings space into line with accommodation standards including updating of some services e.g. security and alarms to match use and operation of the property
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Structural Maintenance</b>				0	0	0	0							
10502000	Fire Precautions - Base Programme 2010/11	33	0	0	0	33	33	4	0	0	37	4	4	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	456	0	0	0	456	456	12	0	0	468	12	12	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	0	0	0	2,055	2,055	(45)	0	0	2,010	(45)	(45)	
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	165	0	0	0	165	165	0	0	0	165	0	0	
11030000	Schools Capital Asbestos And Safe Water Remedial Works 2011/12	1,140	0	0	0	1,140	1,140	12	0	0	1,152	12	12	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	0	0	0	3,183	3,183	27	0	0	3,210	27	27	Late arrival of Final account on old projects (retention). Funded from Project 11039000
11031003	Exhall Ash Green Sch - Boiler Repl	136	0	0	0	136	136	0	0	0	136	0	0	
11031042	Southam College - Window Repl (Block 1)	115	0	0	0	115	115	0	0	0	115	0	0	
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2012/13	92	0	0	0	92	92	7	0	0	99	7	7	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	58	0	0	1,902	1,844	80	0	0	1,924	22	22	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	14	0	0	1,220	1,206	83	0	0	1,289	69	69	Additional works agreed to previous year projects to be funded from this years capital allocation. Funded from project 11038000
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	95	0	0	5,764	5,669	326	0	0	5,995	231	231	Projected created in 12/13 Budget header but planned to start in April 13 (£170,000), Additional works agreed to previous year projects to be funded from this years capital allocation. Funded from project 11039000
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	311	0	0	311	0	294	0	0	294	(17)	(17)	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,576	0	0	2,576	0	2,507	0	0	2,507	(69)	(69)	Contribution to PRP programme for 13/14 (-£180,000), Additional works completed and funded via RCCO (£90,000), balance to fund overs and under in other Non Schools planned capital
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,292	0	0	1,292	0	1,211	0	0	1,211	(81)	(81)	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,733	0	0	5,733	0	5,562	0	0	5,562	(171)	(171)	Main funding block header 11035000 (-231,000), additional works completed and funded via RCCO (£90,000), also used to fund other under overs throughout Schools Structural Maintenance capital programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11042000	Structural Maintenance 2011/12 - Revenue Funded	233	0	0	0	233	233	0	0	0	233	0	0	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	129	0	0	0	129	129	(1)	0	0	128	(1)	(1)	
11063000	Exhall Cedars Inf Sch - Roof Replacement	139	0	0	0	139	139	0	0	0	139	0	0	
11096000	Wark Barrack St Block - Roof Repl	195	0	0	0	195	195	0	0	0	195	0	0	
11107000	Wark Shire Hall - Asb Rem/Repl(Basemt)	341	0	0	0	341	341	0	0	0	341	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	317	0	317	0	0	317	0	317	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	1,318	0	1,318	0	0	1,318	0	1,318	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	2,574	0	2,574	0	0	2,574	0	2,574	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	5,680	0	5,680	0	0	5,680	0	5,680	0	0	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	124	0	0	0	124	124	0	0	0	124	0	0	
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	74	25	0	0	99	74	22	0	0	96	(3)	(3)	
11162000	Llandudno Marle Hall Oec - Boiler Repl	214	0	0	0	214	214	1	0	0	215	1	1	
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist	176	0	0	0	176	176	0	0	0	176	0	0	
11167000	Atherstone Queen Elizbth Sch - Flat Roof Repl	122	0	0	0	122	122	0	0	0	122	0	0	
11168000	Warwick Shire Hall and Courts - Boiler Replacement	346	36	0	0	382	346	40	0	0	386	4	4	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	154	0	0	0	154	154	0	0	0	154	0	0	
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	
<b>Facilities</b>				0	0	0	0							
10581000	Day Services Modernisation Programme 2005/2006	9	0	0	0	9	9	0	0	0	9	0	0	
10592000	Small Scale Reactive / Minor Improvements County-Wide	46	372	0	0	418	46	140	72	0	258	(232)	(160)	Reduction in budget due to contribution to Shire Hall PRP project (-£160,500)
<b>Energy</b>				0	0	0	0							
10400000	Climate Change 2009/10	180	128	100	0	408	180	75	153	0	408	(53)	(0)	
10410000	Climate Change 2007/08	276	83	0	0	359	276	83	0	0	359	(0)	(0)	Not needed - prior years reported budget includes KWP biomass boiler project
11135000	Various Properties - Reducing Energy	0	500	750	1,000	2,250	0	100	950	1,200	2,250	(400)	0	
11136000	Various Properties - Renewable Energy	2	1,000	1,500	3,398	5,900	2	500	1,750	3,648	5,900	(500)	(0)	
11159000	Wark Saltisford Office Park - Pv Micro Genertn Syst	108	0	0	0	108	108	0	0	0	108	0	0	
<b>Smallholdings</b>				0	0	0	0							
10305000	Rural Estates Dairy Units	22	0	0	0	22	22	0	0	0	22	0	0	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	311	0	0	0	311	311	0	0	0	311	0	0	
10466000	Smallholdings Maintenance 2011/12	(18)				(18)	(18)	0	0	0	(18)	0	0	
11024000	Dunkleys Farm, Dunchurch	0	0	0	0	0	0	0	0	0	0	0	0	
11025000	Hurley, Poplars Farm	147	0	0	0	147	147	0	0	0	147	0	0	
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	26	0	0	0	26	26	0	0	0	26	0	0	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	264	28	0	0	292	264	18	0	0	282	(10)	(10)	

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11138000	Smallholdings - Decent Homes Standard 2012	429	79	0	0	508	429	79	0	0	508	0	0	
11139000	Rural Services Capital Maintenance 2012/13	701	98	0	0	799	701	98	0	0	799	(0)	(0)	
11140000	Rural Services Capital Maintenance 2013/14	0	922	0	0	922	0	938	0	0	938	16	16	
11141000	Rural Services Capital Maintenance 2014/15	0	0	805	0	805	0	0	805	0	805	0	0	
11158000	Ilmington Wharf Farm - Demolish/Rebuild Bungalow	4	2	0	0	6	4	(4)	0	0	(0)	(6)	(6)	
11228000	Rural Services Capital Maintenance 2015/16	0	0	0	821	821	0	0	821	821	0	0		
		<b>31,620</b>	<b>22,230</b>	<b>13,221</b>	<b>15,306</b>	<b>82,377</b>	<b>31,620</b>	<b>21,219</b>	<b>13,912</b>	<b>15,756</b>	<b>82,507</b>	<b>(1,011)</b>	<b>130</b>	

## Performance Information: Quarter 1 April - June 2013

Physical Assets: All Measures							Comments
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	
M06000	% of our retained operational property portfolio having optimum utilisation	90	95				• Shire hall, Saltisford Bldg 1 GF complete
M06001	% of corporate projects which deliver CO2 reductions	32	2.5			10	Annual CRC report made on 23rd July of 43,030 tonnes CO2 an increase of 13% on 11/12 emissions. Winter 2012/13 was severe and gas consumption rose by 24%, electricity consumption rose by 1%. The rules about CRC reporting allow for no weather correction of consumption data. Estimated supplies have a 10% uplift on reported emissions. 31.49% of electricity consumption and 1.7% of gas consumption was from estimated readings. This artificially inflates reported emissions.
M06022	Capital receipts target (£m)	1.34	14.75			3.45	• Disposals of fmr Paddock Infant, 2-22 Northgate St., the Butts and Northgate South and from Park House Yth Ctr.
M06023	Delivering a viable solution for Old Shire Hall and Corporate Catering	Yes	Yes				
M06024	Delivering a viable solution for Fire Headquarters replacement	Yes	Yes				
M06102	Achieve property rationalisation savings target (£m)		1.6			30	• 30% of 1.602 secured
M06103	% achievement against budget on PRP		100			30	• 30% of 1.602 secured
M06104	% achievement against time targets on PRP		100				• On target

**Service Improvement and Change Management - Phil Evans**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Hayfield (Customers)**

**2013/14 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
Performance & Planning	797	0	797	807	10	
Observatory	343	0	343	406	63	
Service Improvement and Change Management Admin	176	0	176	174	(2)	
Development and Support	745	0	745	665	(80)	
Corporate Programme Management Office	247	0	247	214	(33)	
Commercial Enterprise	92	13	105	90	(15)	
<b>Net Service Spending</b>	<b>2,400</b>	<b>13</b>	<b>2,413</b>	<b>2,356</b>	<b>(57)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	0		57	57		
<b>Total</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>57</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	263	263	263	263	263	263	
CW-CL-14	Reduction in support services	17	17	17	17	17	17	
PPU-02	Generating income through charging for consultation activities	30	30	30	30	30	30	
	<b>Total</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	
	<b>Target</b>		<b>310</b>	<b>310</b>		<b>310</b>	<b>310</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	



M Service Improvement

Performance Information: Quarter 1 April - June 2013

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/06/2013	Year End Alert	Period Actual 30/06/2013	Comments
M07041	% Increase in satisfaction with service provision		5	5	✔		• Not due Qtr 1
M07042	Number of Service Reviews delivering full business case to schedule		4	12	✔	1	<ul style="list-style-type: none"> <li>• 1 Business Case was due to be presented to Corporate Board in the 1st quarter</li> <li>• 11 Business Cases are on track to be delivered by year end.</li> <li>• Please note this indicator is measuring the no. of reviews delivering Business Cases, not the no. of Business Cases delivered.</li> </ul>
M07095	% of corporate frameworks scheduled for review completed (March 2014)		100	100	✔	42	• Of the 35 existing corporate frameworks 15 have been approved, 13 are in progress, the remainder are to be programmed.
M07096	% of reviews which have identified deliverable savings in their business cases commensurate with leadership expectations for the delivery of the 2014-18 CSR		100	100	✔	100	• Business Cases are identifying how required savings and improvements will be delivered. The remaining service reviews are on track to deliver Business Cases with savings and improvements commensurate with Corporate Board's expectations.
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100	100	✔		• Plan identified and approved by WES Board. To be updated in September

**Other Services - Virginia Rennie  
Strategic Director - David Carter**

**2013/14 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
Government Funding and Business Rates	(184,943)	515	(184,428)	(184,804)	(376)	The agreed budget change of £515,000 includes £543,000 in respect of the deficit on collection of previous years Council Tax, as notified by the District/ Borough Councils. This is just a presentational adjustment as it always formed part of the 2013/14 budget but was previously netted off the precept.
Dedicated Schools Grant and other school funding	(267,034)	(173)	(267,207)	(267,207)	0	
Individual Schools Budget (ISB)	208,877	0	208,877	208,877	0	
Capacity Building Fund	615	0	615	615	0	
Provision for Pay and Conditions	1,939	(8)	1,931	1,931	0	
Capital Financing	40,056	(271)	39,785	38,926	(859)	The underspend is a reflection of a reduction in the servicing costs of the Authority's outstanding debt due to the slippage in the 2012-13 Capital Programme requiring less borrowing to be taken out than forecast.
Interest on Revenue Balances	(1,808)	0	(1,808)	(1,295)	513	A prudent position reflecting poor cash performance on external and internal deposits in the first quarter of the year. This position is expected to recover over the remaining quarters reducing the shortfall in income.
Corporate Board	1,200	0	1,200	1,226	26	
County Coroner	385	0	385	385	0	
Environment Agency (Flood Defence Levy)	215	8	223	223	0	
External Audit Fees	385	0	385	206	(179)	
County Council Elections	112	312	424	768	344	We paid £576,000 as a 75% advance for the cost of the May 2015 elections. The forecast outturn assumes all the remaining 25% will be required once final claims are submitted. This means a forecast overspend of £344,000 after drawing down all the remaining election reserve of £312,000.
Members Allowances and Expenses	1,036	0	1,036	1,036	0	
Other Administrative Expenses & Income	402	0	402	402	0	
Reorganisation Pensions	64	0	64	63	(1)	
Subscriptions	233	0	233	233	0	
<b>Net Service Spending</b>	<b>(198,266)</b>	<b>383</b>	<b>(197,883)</b>	<b>(198,415)</b>	<b>(532)</b>	

S Other Services

2013/14 Reserves Position




Reserve	Opening Balance 01.04.13 £'000	Movement in year £'000	Effect of outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General Reserves	16,189	0	697	16,886		
Medium Term Contingency	13,315	0	0	13,315		
Service Realignment Fund	8,711	0	0	8,711		
Capital Fund	387	0	0	387		
Quadrennial elections	312	(312)	(344)	(344)		
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)	0	839		
Equal Pay Back Pay Account	1,655	0	0	1,655		
NHS Grant	2,218	0	0	2,218	(2,218)	This is 2012/13 NHS grant that was unspent due to delays in the announcement of final allocations and then needing to seek agreement, with local health services as to how the funding would be used. Plans are now in place and once drawn down the funding will be allocated to the Social Care and Support Business Unit to support their 2013/14 spending.
External Audit	232	0	179	411		
Insurance Fund	7,985	0	0	7,985		
Community Infrastructure Levy	301	0	0	301		
<b>Total</b>	<b>52,253</b>	<b>(421)</b>	<b>532</b>	<b>52,364</b>	<b>(2,218)</b>	

**Corporate Business Plan: Performance Summary (April 2013 – June 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 2013/14, and consistent with 2012/13, progress against all measures and targets is presented against the use of Red / Amber / Green performance alerts. This aligns us with financial performance and risk.

<b>Green</b>	Target has been achieved or exceeded
<b>Amber</b>	Performance is behind target but within acceptable limits (10% tolerance of the target set*)
<b>Red</b>	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 2013.	
	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 provided year end forecasts based on data at the end of quarter 1 (April 2013 – June 2013). 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](mailto:performance@warwickshire.gov.uk)

## 2. Overall Performance Summary for Quarter 1 (April 2013 – June 2013)

	Qtr. 1	Mid-Year	Qtr. 3	Year End	Direction of Travel
<b>Red</b>	6				
<b>Amber</b>	4				
<b>Green</b>	22				
<b>Subtotal</b>	<b>32</b>				
<b>Not Yet Available (NYA)</b>	<b>19</b>				
<b>Not collected this year/ not applicable</b>	<b>3</b>				
<b>Grand Total</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>	

Overall, at the end of quarter 1, we are able to report on 59% of performance measures (32 out of 54) within the Corporate Business Plan, which apply in 2013/14.

We are unable to report progress against 22 measures. This includes 18 measures where the data is not currently available and 3 staff survey measures that we are unable to report against this year, as the survey is not taking place. Finally, 1 indicator is not targeted and therefore is for information only.

The table below presents quarter 1 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.

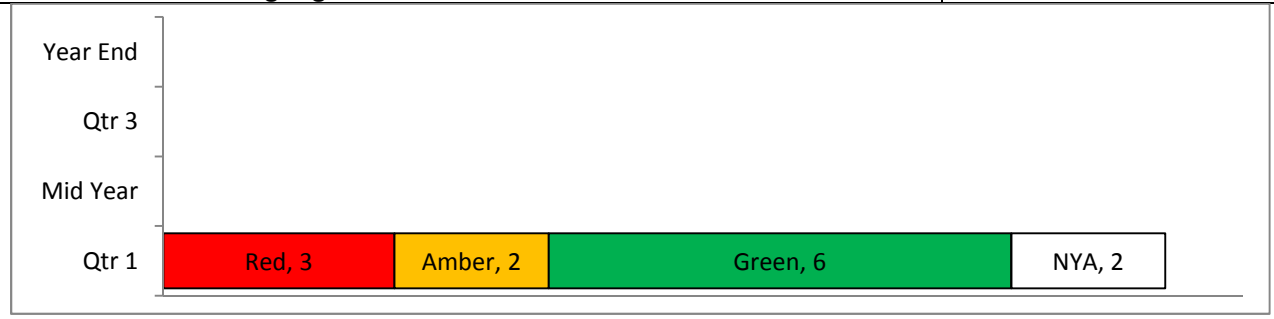
	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
<b>Red</b>	0	3	1	0	2	0	0	6
<b>Amber</b>	0	2	1	0	0	0	1	4
<b>Green</b>	1	6	4	7	0	2	2	22
<b>Subtotal</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>7</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>32</b>
<b>NYA</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>5</b>	<b>19</b>
<b>Not collected this year/ not applicable</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Grand Total</b>	<b>4</b>	<b>13</b>	<b>10</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>11</b>	<b>54</b>

### 3. Highlights by Ambition

1. Community & Customers			Direction of Travel – N/A			
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>• 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</li> <li>• Enable Communities to help themselves</li> <li>• Encourage volunteering across the County and</li> <li>• Improve resident satisfaction with services and their role in shaping services</li> </ul>						
			<b>Data Notes</b>			
	<b>2012/13 Actual</b>	<b>Target 2013/14</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
% of people who feel they can influence decisions in their local area	Due to be collected in 2013/14	<b>33.7%</b>	Annual indicators - questions to be included in the Ask Warwickshire survey in the Autumn			
% satisfaction with local area as a place to live.		<b>62.89%</b>				
% satisfaction level with the quality of services received	<b>62% (G)</b>	<b>86.7%</b>	Annual indicator – question will be included in a commissioned perception survey			
<b>Warwickshire's Contribution to Rural Broadband Development:-</b>						
Implementation of first phase of Broadband Extension as defined in the procurement	New Measures	<b>Yes</b>	<b>Yes (G)</b>			
<b>Commentary and Key Actions Taken</b>						

<b>2: Safety &amp; Protection</b>	<b>Direction of Travel – N/A</b>
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- |   |   |
|---|---|
| <b>Outcomes:</b> <ul style="list-style-type: none"> <li>• Reduce further the number of people killed or seriously injured on Warwickshire’s roads</li> <li>• Proactively maintain the highways network to a safe standard, working with partners to do so</li> <li>• Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions</li> <li>• Focus on tackling high harm causers and re-offenders</li> </ul> | <ul style="list-style-type: none"> <li>• Work with Police to reduce levels of violent crime, especially domestic violence</li> <li>• Reduce the damaging effects on families and communities caused by drugs misuse</li> <li>• Work in partnership to reduce the significant consequences of the misuse of alcohol</li> <li>• Work with partners to reduce instances of anti-social behaviour</li> <li>• Reduce fire related deaths and injuries as well as reducing the economic cost of fire</li> </ul> |
|---|---|



**Data Notes**

1. This measure is taken from an annual survey which will be conducted in February 2014 with benchmarking results available in July 2014

Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of people killed or seriously injured on our roads	299 (A)	288	288 (G)			
Number of children who are subject of a child protection plan (rate per 10,000 population)	49 (A)	46 per 10 K	48 (A)			
Children who are both looked after and subject of a child protection plan	65 (R)	48	55 (R)			
Alcohol related admissions for under 18s (rate/100,000)	58.32 (G)	60	NYA			
Number of repeat safeguarding referrals	13 (G)	11.9	11 (G)			
% of people who use services who feel safe is in top quartile of comparator group (see data note 1)	No (R)	Remain in top quartile	NYA			
Incidents of serious acquisitive crime per 1,000	11.05 (G)	11.04	10.9 (G)			
Adult drug users exiting treatment successfully	15% (R)	10	10 (G)			
Incidents of all Anti-social behaviour	20,164 (G)	20,163	19,473 (G)			
Incidents of serious violent crime per 1,000	4.77 (G)	4.76	5.35 (R)			



Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. fire related deaths which were preventable per 100,000 population	0 (G)	0	0 (G)			
No. of fire related injuries per 100,000 population	11 (G)	10	20 (R)			
The economic cost of fire for Warwickshire	£11,324,256 (G)	£11,324,255	£11,437,497 (A)			

### Commentary and Key Actions Taken

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

The focus on reducing the number of people killed or seriously injured on roads in Warwickshire remains a priority and at quarter 1 the estimate is to meet the target by year end as levels are similar compared to previous years, with 50 KSI's being recorded in the first quarter.

Local targeted initiatives such as Kerbsafe, Shift Gear and Junior Road Safety Officer Schemes continue to raise Road Safety knowledge in schools across the County. Public consultation on other initiatives to improve town centres in Southam and Rugby are underway as is consultation on 20 new speed limits across the County. These proactive initiatives combine to reduce the numbers of killed and injured on Warwickshire roads.

#### Number of children who are subject of a child protection plan

High numbers of child protection cases can be undesirable as they indicate a high level of abuse and neglect – however they could also be a positive reflection on good identification and assessment processes. Therefore while we are looking for an overall decrease in this rate, this needs to be done in a safe way so that if children do need to have a child protection plan, they are identified as such. While the period actual for Q1 is higher than our year end target, the trend is going in the right direction from the previous year end and we forecast making further progress as our evidence-based projects take effect.

#### Children who are both looked after and subject of a child protection plan

Although this indicator is showing as "red", we saw a decrease in numbers from 65 to 55 during the course of Q1. This was a 15.4% reduction and is an encouraging progress towards our target. There are continuing high numbers of child protection and looked after cases across Warwickshire but the numbers do appear to be decreasing as we continue to focus on our existing projects.

#### Reducing the instances and impact of crime

Reported serious violent crime has been low in recent years. A small increase in the number of incidents would therefore be reported as a large percentage increase. As tackling violent crime is a priority for the partnership, activity is in place to tackle this including the development of a taxi marshalling scheme in Nuneaton and Bedworth; a project in Rugby working with 'medium risk' victims of Domestic Abuse and 'Your Town, Your Choice' events to encourage safer drinking and staying safe in South Warwickshire.

Crime prevention events are held around the county to raise awareness of measures residents can take to prevent burglary and vehicle crime. Some events are targeted at geographical areas whereas others target populations (e.g. Students). Proactive measures are also taken by the Police and probation services to target prolific offenders and tackling people who abuse drugs and alcohol will also impact on crime.

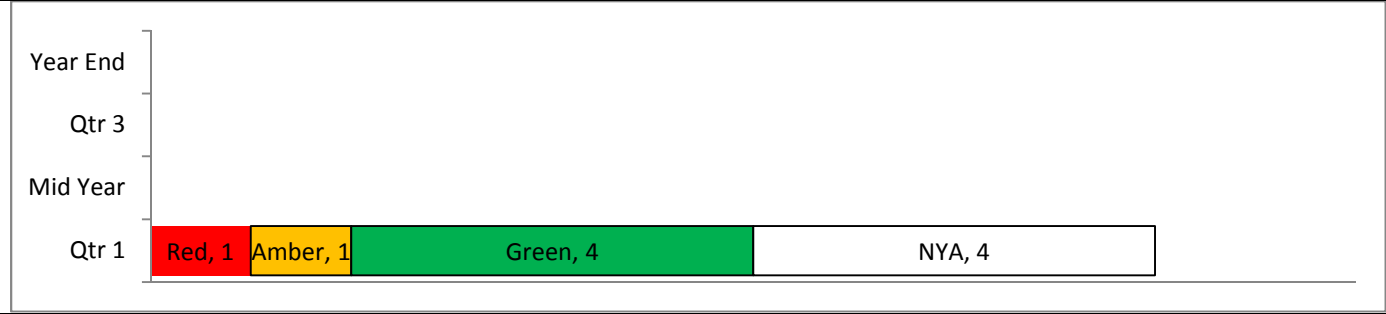
The performance of commissioned drug and alcohol treatment services is monitored through monthly performance review meetings. The integrated service has been in place since December 2011 and performance is improving, with Warwickshire services approaching target for the number of alcohol users in treatment. Service users in Warwickshire are also utilising nationwide residential rehabilitation services and this is resulting in increased successful treatment outcomes for themselves, their families and the wider community.

**Reducing fire related deaths and injuries**

Warwickshire Fire and Rescue Service works hard to identify vulnerable people in our communities and we target our fire prevention activity accordingly with 88% of our HFSC's being delivered to such groups. As emerging trends become apparent we adapt our initiatives to address the issues. This targeted approach has contributed to the number of fire related deaths across the County being zero at quarter 1 and there hasn't been a death in a home in Warwickshire since January 2011. However, during the first quarter of the year there have been 10 reported fire related injuries across 8 incidents, this compares to only 1 reported in the same period the previous year. The situation is being closely monitored and localised preventative measures have already been set in motion to raise awareness of fire safety issues. The rise in fire related injuries has had a subsequent effect on the estimated economic cost of fire which has increased slightly, just under 1%, during the first quarter compared to the same period last year. Reductions in many categories of fire have been achieved during the first quarter, specifically accidental dwelling fires, fires in commercial premises, fires in other types of buildings and vehicle fires.

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



**Data Notes**

1. These measures are taken from an annual survey which will be conducted in February 2014 with results available in May 2014

Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
The proportion of those using social care who have control over their daily life (see data note 1)	71.6% (A)	75%	NYA			
The proportion of people who use services & carers who find it easy to find information about support (see data note 1)	66.1% (R)	56%	NYA			
% of older people (65+) who are still at home after 91 days following discharge from hospital	82.2 (G)	87%	NYA			
Delayed transfers of care between social care and health per 100,000 population	13.1 (A)	11	11 (G)			
Admissions to residential care homes per 100,000 population	712.9 (R)	530	700 (R)			
% of people using social care who receive self-directed support	70.7% (G)	65	72 (G)			
% of customers not needing on-going social care 91 days after leaving Reablement	62% (A)	63	62 (A)			
% of Reablement customers where one or more agreed outcomes are fully met	81% (G)	85	NYA			
% Delivery of the County Council’s new & continuing duties to improve public health	Not applicable until 2013/14	100%	100% (G)			
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so		100%	100% (G)			

**Commentary and Key Actions Taken**

We have made significant progress in reducing the number of people who have been delayed in being discharged from hospital due to health or social care delays in providing assessment or services. From being in the bottom quartile in 2011/12 Warwickshire is on course to be above the national average in

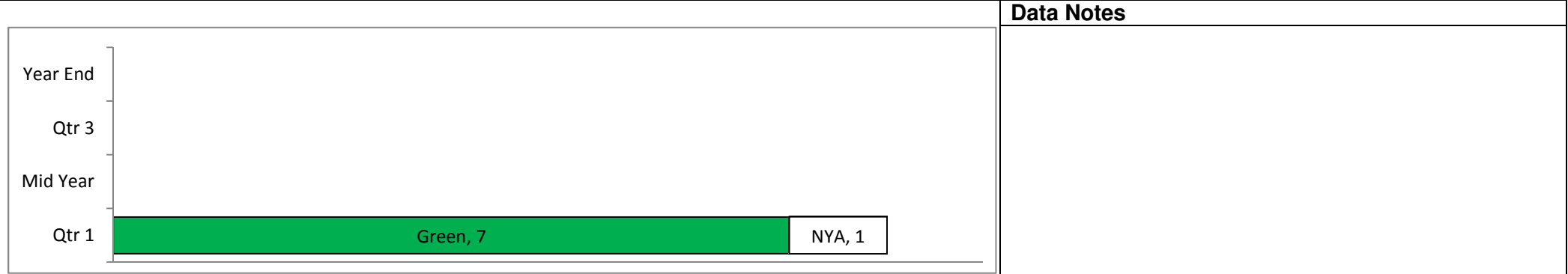
2013/14 and be in the top quartile for delays attributable to social care.

Warwickshire were in the top quartile of local authorities in 2012/13 for the percentage of people using social care who receive self-directed support

This year we are seeing a continuation of the trend that began in 2012/13 of increasing numbers of admissions to residential and nursing care. While Warwickshire has seen a large increase we remain in line with the national and comparator averages. Initial indications are that we have a changing picture of a higher admission rate, but lower number of people in residential care overall (therefore people may not be staying as long).

<b>4: Enterprise, Transport &amp; Tourism</b>	<b>Direction of Travel – N/A</b>
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- |   |   |
|---|---|
| <b>Outcomes:</b> <ul style="list-style-type: none"> <li>• Support economic growth by improving Warwickshire’s reputation as a good place to do business</li> <li>• Improve transport options within Warwickshire</li> <li>• Increase opportunities for people to improve their work related skills</li> </ul> | <ul style="list-style-type: none"> <li>• Make Warwickshire a place of destination for tourists and visitors and</li> <li>• Work to reduce harm on Warwickshire’s businesses caused by any future approval of High Speed 2.</li> </ul> |
|---|---|



Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
The number of individuals undertaking Apprenticeships in the sub-region (LEP)	8,490 (G)	6200	6450 (G)			
The number of individuals undertaking Apprenticeships in Warwickshire	3,800 (G)	3400	3800 (G)			
The number employed in key target growth sectors of the sub regional economy (LEP)	140,410 (A)	150,000	150,000 (G)			
The number employed in key target growth sectors of the Warwickshire economy	95,395 (A)	100,000	100,000 (G)			
Businesses reporting skills shortages (LEP)	NYA	31%	31% (G)			
WCC cost per passenger journey on WCC supported services	£0.76 (G)	0.75	0.75 (G)			
Length of highway network where surface treatment was achieved (kms)	210.7 kms (R)	250	250 (G)			
Length of highway network where maintenance is needed	TBC	No target set	NYA			

**Commentary and Key Actions Taken**

**Apprenticeships**  
 At quarter 1 the results are very positive for the number of people undertaking apprenticeships in both Warwickshire and the sub-region with both measures estimated to achieve the yearend target. This is a result of sustained promotion of apprenticeships nationally and locally and recently the Apprenticeship Hub has been launched which will promote apprenticeships further.

**A thriving business community in Warwickshire**

The economic climate remains challenging locally and nationally however despite this early indications at quarter 1 are that the targets for both employment in the sub region and in Warwickshire will be achieved by year end. Encouragingly, when the two economies are compared Warwickshire still accounts for the majority of the growth where as Coventry has experienced a decline. Actual results for the number of businesses reporting skills shortages from the Chamber of Commerce survey will be available later this year but at this point it is anticipated that the year end target will be achieved.

**WCC cost per passenger journey on supported services**

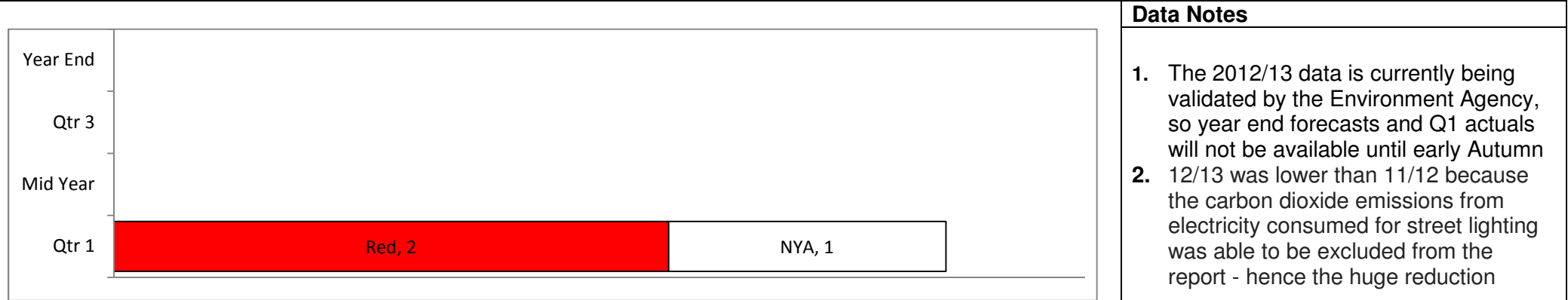
At quarter 1 the cost per passenger journey on WCC supported services is expected to achieve the yearend target.

**Highway Maintenance**

At quarter 1 the estimate for achieving the target for surface treatment on the highway network is on track for year end despite being 3 weeks behind on the programme due to the weather conditions in May and June.

<b>5: Environment &amp; Housing</b>	<b>Direction of Travel – N/A</b>
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- 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.**



<b>Measures</b>	<b>2012/13 Actual</b>	<b>2013/14 Target</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
Residual household waste per household is minimised (See note 1)	490kg (A)	473kg	NYA			
The % CO <sup>2</sup> reductions delivered through Corporate Projects (See note 2)	32% (G)	2.5% reduction	10% increase (R)			
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	119 (R)	396	170 (R)			

**Commentary and Key Actions Taken**

**Household Waste**  
 The 2012/13 forecasts are currently being validated by the Environment Agency. The estimated figure indicates household waste has reduced by 9.73% in comparison to 2011/12, although the 2012/13 target of 458kg will be missed by 5%

**% CO<sup>2</sup> reductions delivered through Corporate Projects**  
 Annual CRC (Carbon Reduction Commitment) report made on 23rd July of 43,030 tonnes CO<sup>2</sup> an increase of 13% on 11/12 emissions. Winter 2012/13 was severe and gas consumption rose by 24%, electricity consumption rose by 1%. The rules about CRC reporting allow for no weather correction of consumption data. Estimated supplies have a 10% uplift on reported emissions. 31.49% of electricity consumption and 1.7% of gas consumption was from estimated readings. This artificially inflates reported emissions.

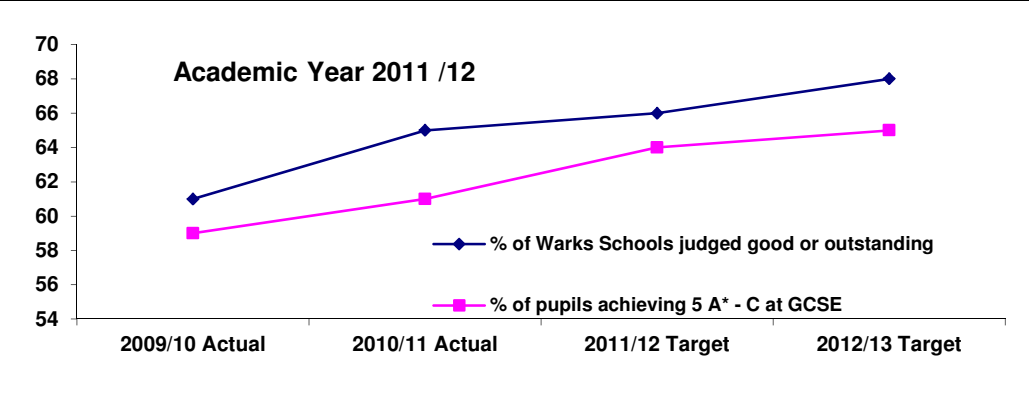
**Extra Care**

While the target the number of extra care units available this year will not be met the extra care housing programme is on target to deliver a minimum of 500 extra care housing units suitable for older people and or supported living accommodation units suitable for adults with learning disabilities with eligible social care needs by the end of 2014/15. There are currently 161 units available with an additional 9 due to be available in 2013/14 and 399 units under construction with the scheme due to be opened in 2014/15.



<b>6: Schools &amp; Education</b>	<b>Direction of Travel – N/A</b>
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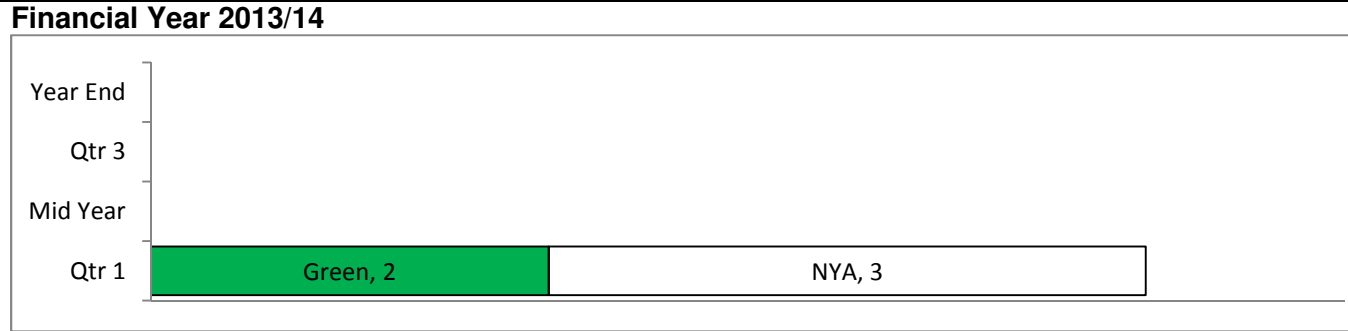
- Outcomes:**
- Support schools and colleges to improve their performance and challenge poor performance and
  - Raise the educational aspirations of children and young people and families



**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 2011 – August 2012)	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target	2012/13 Actual
% of Warwickshire schools judged good or outstanding by Ofsted	65% (G)	66%	66% (G)	68%	2013 data will become available at the end of September 2013
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	61% (A)	65%	64% (A)	65%	2013 provisional data is available in October and is finalised in January 2014.



**Data Notes**

1. Target amended due to change the DfE changing the national methodology for counting NEETs from being based on 16-18 year olds in Warwickshire institutions to being based on a learners residency up to the end of the academic year in which a young person becomes 19.
2. Targets amended based on good performance achieved in 2012/13

Measures (Financial Year April 2013 – June 2013)	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
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% of 16-18 year olds who are not in education, employment or training (NEET) (see data note 1)	3.6% (G)	3%	NYA			
Prevalence of breast feeding at 6 – 8 weeks from birth (see data note 2)	44.02% (A)	50%	50% (G)			
% of children in year 6 who are obese (see data note 2)	17.38% (R)	17%	17% (G)			
<b>Commentary and Key Actions Taken</b>						


7: Organisation			Direction of Travel – N/A			
<b>Outcomes:</b> a. Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision b. Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need		c. Ensure WCC continues to be recognised as a good employer d. Focus and rationalise local council services through One Front Door project and property rationalisation and e. Ensure a light touch management structure that encourages innovations and acts with pace				
			<b>Data Notes</b> 1. Target amended due to change in collection methodology			
Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% Increase in satisfaction with service provision	NYA	5	NYA			
Number of Service Reviews delivering full business case to schedule (see data note 1)	7 (R)	12	12			
Complete the JSNA refresh to support commissioning decisions	Yes (G)	Yes	NYA			
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire	Yes (G)	Yes	NYA			
The annual governance is accepted without qualification by the Council's external auditors	Yes (G)	Yes	Yes (G)			
Net variation to budget	5.1%	+/- 1%	NYA			
% of our retained operational property portfolio having optimum utilisation	90% (G)	95%	91%			
% staff who are flexible workers	NYA		NYA			
% satisfaction that the Council is a good employer	73.0% (A)	77.5%	These indicators are taken from the staff survey, which is not taking place in 2013/14.			
% of staff satisfied with the training & development they receive in their current job	66.6% (A)					
% of staff who believe the County Council is an equal opportunities employer	85.1% (A)					
<b>Commentary and Key Actions Taken</b>						

## Going for Growth Performance Reporting Quarter 1 2013/14




### 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 Quarter 1 reporting point.

Measure	Target	Progress to Date	DoT
<p>Number of individuals undertaking apprenticeships within the County:</p> <ul style="list-style-type: none"> <li>With WCC (as internal employees)</li> <li>Outside WCC (with external employers)</li> </ul>	<ul style="list-style-type: none"> <li>40 Apprentices working within WCC,</li> <li>Apprenticeship Hub to have worked with SME businesses to enable 150 additional Apprenticeship vacancies in Warwickshire,</li> <li>2900 residents of Warwickshire starting an Apprenticeship programme in the year</li> </ul>	<ul style="list-style-type: none"> <li>From 1st April 2013 we have:                             <ul style="list-style-type: none"> <li>8 in employment from the 12/13 cohort.</li> <li>13/14 Cohort:                                     <ul style="list-style-type: none"> <li>1 Started in Country Parks (Communities)</li> <li>1 Started in Business Support (Resources)</li> <li>1 Starting July in Pensions (Resources)</li> <li>2 Accepted offer in HR Service Centre (Resources)</li> <li>2 Live vacancies for Higher Apprentices in HR (Resources)</li> </ul> </li> </ul> </li> <li>The project team are actively engaging with the business community to raise the profile of Apprenticeships. There are currently 30 Live leads that are being explored with a further 10 being advertised or vacancies being drawn up with providers.</li> <li>The project team have also run a surgery at Stour Enterprise Centre, presented to the Stratford Tourism Forum, the Rugby BNI, attended the 21st Century Employability Skills Employer/Education Seminar.</li> <li>Partnership working with JCP in Nuneaton is generating referrals for the team to follow up. Stratford District Council have promoted us through their Networks – touching approximately 800 employers.</li> <li>Working with the LEP we have met with NAS &amp; SFA around the LEP Apprenticeship plan and that has now gone into the LEP Skills group with a plan including SMART</li> </ul>	

## Appendix U

		targets due September 2013 in line with the overall LEP Skills plan.	
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"> <li>Design and build tender accepted January 2014</li> </ul>	<ul style="list-style-type: none"> <li>The Civils and Track tender is due to be issued at the end of June 2013 with the Signalling tender expected to follow 3 weeks later. The return of Tenders is due in mid September 2013.</li> <li>Once Full Approval has been granted by DfT the contractor can be formally appointed and the contract is programmed to start in January/February 2014.</li> </ul>	
Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin	<ul style="list-style-type: none"> <li>Secure land via an option agreement and submit a planning application both by mid 2013.</li> <li>Start construction of the WCC element by mid-2014 and complete construction by mid-2015. (We will urge HA to work to a similar timescale for their element.</li> </ul>	<ul style="list-style-type: none"> <li>WCC are in discussions with the single landowner, option agreement almost agreed. The scheme will also require JLR land, we have an in principle agreement with JLR which will be formalised on completion of ascertaining entrance arrangements. JLR Land will be dedicated.</li> </ul>	
Deliver Superfast broadband as an aid to economic growth	<ul style="list-style-type: none"> <li>To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband</li> </ul>	<ul style="list-style-type: none"> <li>The procurement phase has been successfully completed and the contract with BT was signed on 23rd May 2013. The formal project launch event took place on 6th June 2013 at the Lord Leicester Hospital in Warwick.</li> <li>The Mobilisation and Deployment phase formally began on the 14<sup>th</sup> June with a Fast Start meeting and was attended by Senior Stakeholders including representatives from Planning and Highways departments and the power company Western Power Distribution.</li> </ul>	

## Appendix U

	<p>services of at least 2Mbps available to 100% of properties.</p>	<ul style="list-style-type: none"> <li>The Communications Plan covering the Mobilisation and Deployment phase will be completed following the Fast Start meeting.</li> </ul>	
<p>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).</p>	<ul style="list-style-type: none"> <li></li> </ul>	<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 has been reviewed and copies are available upon request. NCAS have also appointed an Employability worker for care leavers and we are developing regional links to improve our outcomes.</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. Within the top 5 cards are information on benefits and apprenticeships, and these cards have provided 561 opportunities for young people to choose to seek information around EET, The top scoring card was about 10 ways to improve your mental health, so we need to continue to address the emotional needs of our carers to support them in improving and sustaining employability.</p> <p>We hold two county workshops each 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. This has been distributed to the virtual school and foster care colleagues to improve the confidence of all staff to provide information.</p>	

## Appendix U

		<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 continuity of support to our care leavers across county and ideally promote pre-18 applications to improve efficiencies. JobCentrePlus are due to attend a county staff training in September 2013.</p> <p>We are also developing links with our partners and commissioned services to promote volunteering and work placements. We monitor the effectiveness of commissioned services with quarterly reports of their effectiveness around EET. So we continue to complement our core work with new initiatives wherever possible.</p> <p>The Tiffin Club is now a registered Charity and within the council there is great commitment to continue the Olympic legacy, with significant funds being raised to provide supplementary support for looked after children and care leavers. They are planning to relaunch their mentoring scheme for LAC and care leavers in the autumn. They are also developing employability opportunities.</p> <p>We are awaiting improvements to 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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