

**Corporate Services  
Overview and Scrutiny Committee**

**11<sup>th</sup> December 2013**

**Organisational Health Report – Quarter 2 - 2013/14 Finance,  
Performance & Risk (April – September 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 2 - 2013/14 Organisational Health Report – Finance, Performance & Risk (April – September 2013) was considered and approved by Cabinet on 14<sup>th</sup> November 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

14 November 2013

### Quarter 2 - 2013/14 Organisational Health Report: Finance, Performance & Risk (April – September 2013)

#### Recommendations

It is recommended that Cabinet:

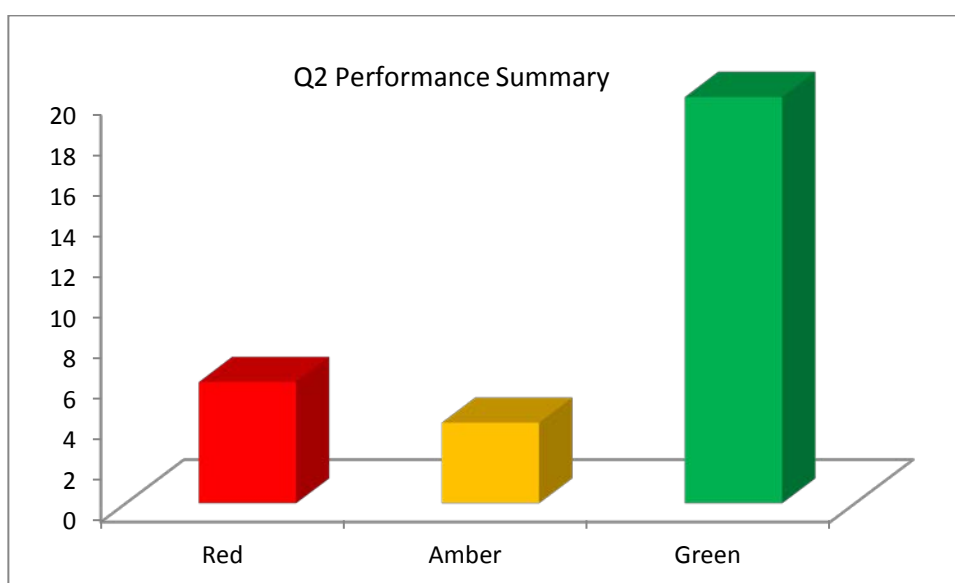
- 1) Review and comment on the Quarter 2 (April – September) 2013/14 performance against targets set. (Appendix T)
- 2) Review and comment on Quarter 2 (April – September) 2013/14 performance against the Going for Growth targets set (Appendix U)
- 3) Note the Quarter 2 (April – September) revenue outturn position, performance against the delivery of the 2013/14 savings plan and the forecast reserves at year-end.
- 4) Approve the net transfer to reserves totalling £1.970 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) 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 2 (April-September) 2013/14.

## 2. Performance – Quarter 2 High Level Summary

- 2.1. The Quarter 2 (April – September) 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 September, we are able to report progress against 30 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 21 we are currently unable to report against for Quarter 2. Performance of the 30 measures is as detailed in the graph below with 20 (67%) being forecast to be on target.



### 2.3. Quarter 2 2013/14 Performance Highlights

The table below presents Quarter 2 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	3	5	11	2	0	13
3: Care & Independence	1	0	5	6	4	0	10
4: Enterprise, Transport & Tourism	0	0	4	4	4	0	8
5: Environment & Housing	2	1	0	3	0	0	3
6: Schools & Education	0	0	2	2	3	0	5
7: Organisation	0	0	3	3	5	3	11
<b>Total</b>	<b>6</b>	<b>4</b>	<b>20</b>	<b>30</b>	<b>21</b>	<b>3</b>	<b>54</b>

- 2.4. Six measures are currently being forecast to miss the target set and they are:
- Number of children who are subject of a child protection plan
  - Number of children who are both looked after and subject of a child protection plan
  - Number of fire related injuries per 100,000 population
  - Admissions to residential care homes per 100,000 population
  - The % CO<sup>2</sup> reductions delivered through Corporate Projects
  - The number of extra care housing units available for use by customers eligible for WCC Adult Social Care

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

- 3.1. The Quarter 2 (April – September) 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 previously approved plans. At the end of Quarter 2 the projected revenue outturn position for the authority is an underspend of £2.223 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £3.067 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 £5.290 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 2					
	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*	974	0	0	0
	Social Care and Support	917	1,997	0	0
	Business Manager* (Decommissioned)	0	0	-	-
	Strategic Commissioning*	(2,882)	59	-	-
	Early Intervention and Family Support*	(112)	436	0	0
	Learning and Achievement*	5,952	876	(900)	(17)
	<b>Resources Group</b>				
	Customer Service	(728)	0	(77)	0
	Finance	(168)	0	-	-
	Human Resources & OD	(1,041)	0	-	-
	Information Assets	(83)	0	0	0
	Law and Governance	(86)	0	-	-
	Physical Assets	0	0	(97)	243
	Service Improvement & Change Management	(51)	0	-	-
	<b>Communities Group</b>				
	Sustainable Communities	(512)	(184)	132	134
	Localities and Community Safety	(1,678)	0	0	0
	Transport and Highways	(765)	0	1,595	6,315
	Public Health	0	-	-	-
	<b>Fire and Rescue</b>	(1,555)	0	(68)	2,891
	<b>Other Services*</b>	(405)	-	-	-
	<b>Total</b>	<b>(2,223)</b>	<b>3,184</b>	<b>585</b>	<b>9,566</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 £13.644 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £3.184 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. At Quarter 1, Council approved £101.734 million of estimated capital payments in 2013/14. The latest forecast for capital payment in 2013/14 is £102.319 million. The difference is due to the re-phasing of project spend from 2013/14 into later years being more than offset by the inclusion of new expenditure on the M40 J12 project that was approved by Council on the 26<sup>th</sup> September 2013. 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 £9,887 million higher than that set by Council in February 2013. The effect of these adjustments is shown in Table 2. This increase in the budget relates to one-off issues and does not affect the level of savings to be generated in future years. The remainder of the section highlights the key areas of under/overspending.

Table 2: 2013/14 Revenue Budget – Summary of Agreed and Projected Changes						
Group/ Service	Budget as at 01/07/2013 £'000	Agreed Changes £'000	Revised Budget £'000	Variation		
				£'000	%	
<b>People Group</b>						
Safeguarding	38,535	(22)	38,513	974	2.5	
Social Care & Support	109,315	103	109,418	917	0.8	
Business Manager (Decommissioned)	6,664	(6,664)	0	0	0.0	
Strategic Commissioning	16,446	8,564	25,010	(2,882)	-11.5	
Early Intervention and Family Support	4,037	(3)	4,034	(112)	-2.8	
Learning and Achievement	92,352	546	92,898	5,952	6.4	
<b>Resources Group</b>						
Customer Service	10,110	67	10,177	(728)	-7.2	
Finance	4,793	(119)	4,674	(168)	-3.6	
Human Resources & OD	6,401	(7)	6,394	(1,041)	-16.3	
Information Assets	6,880	54	6,934	(83)	-1.2	
Law and Governance	1,093	(2)	1,091	(86)	-7.9	
Physical Assets	13,297	140	13,437	0	0.0	
Service Improvement and Change Management	2,413	(12)	2,401	(51)	-2.1	
<b>Communities Group</b>						
Sustainable Communities	24,623	(421)	24,202	(512)	-2.1	
Localities and Community Safety	9,854	78	9,932	(1,678)	-16.9	
Transport and Highways	27,952	(164)	27,788	(765)	-2.8	
Public Health	21,838	183	22,021	0	0.0	
<b>Fire and Rescue</b>	21,655	(3)	21,652	(1,555)	-7.2	
<b>Other Services</b>	(197,883)	7,569	(190,314)	(405)	-0.2	
<b>Total</b>	<b>220,375</b>	<b>9,887</b>	<b>230,262</b>	<b>(2,223)</b>	<b>-1.0</b>	

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

**Safeguarding** – This overspend has increased since quarter 1 due to an additional 24 looked after children.

**Social Care & Support** – This overspend has also increased since quarter 1 due to further pressure on residential and nursing budgets together with higher costs of alternative day care.

**Strategic Commissioning** – This underspend is a result of savings from decommissioning of the Business Manager Business Unit. In addition there has been some slippage on the use of funds taken from reserves to fund service changes.

**Learning and Achievement** – The overspend for this Business Unit is mainly attributable to budget pressures within Special Education Needs. The High Needs Task and Finish Group continues to investigate measures to address these budgetary pressures.

**Customer Service** – The Warwickshire Local Welfare Scheme is predicting to underspend. This is the first year we have run this scheme and work is still required to develop a long term approach to the management and distribution of this grant which is aimed at crisis situations. There are also underspends within the Registration Service due to increased income and delays in customer service projects.

**Human Resources & Organisational Development** – This underspend relates to funding for apprenticeships now not being required until future years.

**Sustainable Communities** – A reduction in waste going to landfill and composting sites has led to this underspend together with increased income from Business Centres due to higher occupancy levels.

**Localities & Community Safety** – There are a range of underspends across the services provided by the Business Unit, most notably unspent funding on Priority Families and Flood Management Schemes, reduced payments to partners who have not met performance on drug and alcohol targets and non-commitment of expenditure to fund future savings plans.

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

**Public Health** – Whilst this Business Unit is predicting to spend to budget, it should be noted that the service is still understanding how the ring-fenced grant aligns with the services transferred as, in some cases, Public Health was only a small part of broader health functions.

**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.

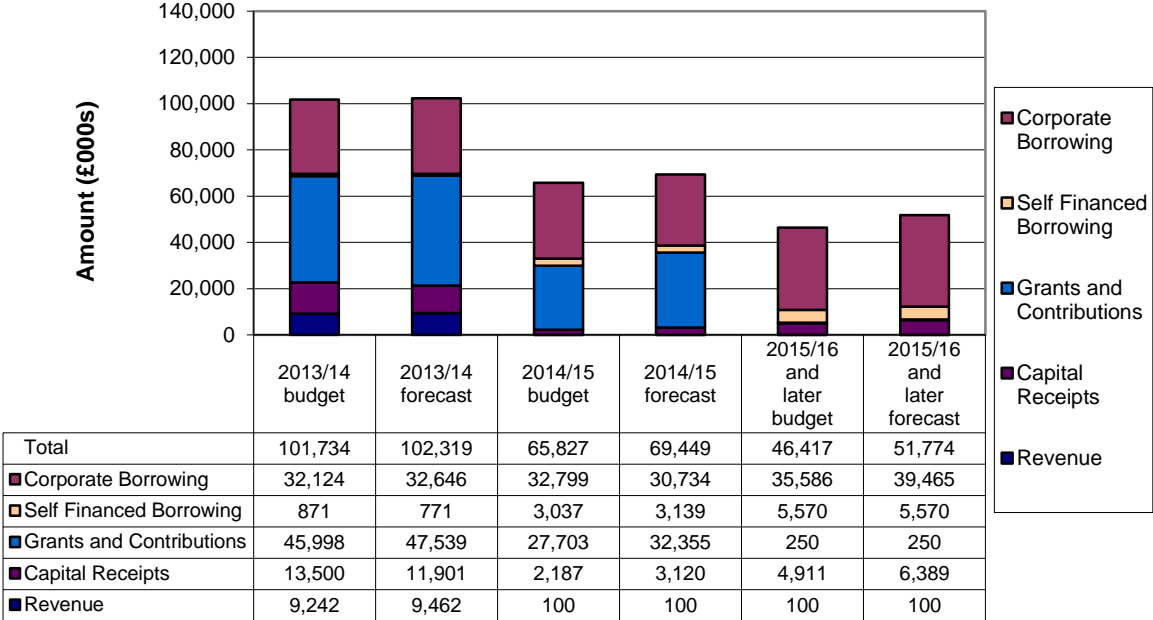
## 6. Capital Budget Update

- 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 £99.115 million and a further £101.379 million over the medium term. In September 2013 Council approved a number of new schemes. Additionally, prior to Quarter 2 the expenditure relating to the relocation of Leamington fire station and the new training centre was being forecast at a net cost of £9.3 million. This project is now being correctly forecast at its true gross cost of £12.3 million. A corresponding increase in forecasted income from capital receipts of £3 million means that although the Fire and Rescue Service are showing an increase in forecasted capital expenditure of £3 million, this is a technical change only and has no effect of borrowing. These changes result in an increase in capital payments of £9.566 million over the life of the capital programme; however as explained above, only £6.566 of this is a true increase from the quarter 1 position.
- 6.2. The main reasons for the £9.566 million increase are:
- A £3 million increase in the forecasted expenditure for the relocation of Leamington fire station and the new training centre.
  - An additional £5.8 million grant funded expenditure for the M40 J12 project which was approved by Council on the 26<sup>th</sup> September 2013.
  - A £0.518 million increase in Transport projects to be fully funded from developer contributions
  - An additional £0.250 million relating to a replacement farmhouse at Hopkins Farm, as approved by Cabinet on the 13<sup>th</sup> December 2012.
- 6.3. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the 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 £9.566 million. This increase is primarily made up of the following movements to financing:
- An increase of £3 million in capital receipts from the sale of the current site of Leamington fire station.
  - A £0.220 million increase in revenue contributions to capital.
  - An increase of £6.194 million in grants and contributions. This increase is caused in the main by £5.8 million grant funded spend on the M40 J12 improvement and additional developer funded Transport projects.



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 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)
Children and 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)
Market Failure – Commercial or contractual failure of private or independent care providers leads to disruption to care provision and impact on service users and carers	16(R)	9(A)

- 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
Children and 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. Children and 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.

On occasions there are local staffing pressures and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit has little or 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 statutory guidance as a consequence of the Munro Review of Child Protection and the Care Bill is going through Parliament. 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

The Fire Brigades Union (FBU) held a first period of industrial action on Wednesday 25th September for a period of 4 hours. There were a small number of incidents that the Service responded to and with no loss of life or significant damage to property. The Business Continuity plans were implemented providing 5 fire appliances from strategic locations and further support was augmented by fire appliances crewed by retained duty firefighters. A total of 13 fire appliances and one Small Fires Unit were available.

A second period of industrial action had been announced to begin at 18.30 hours on Saturday 19th October to last for 6 hours. At late notice, this was postponed on 18th October to allow Government and FBU further opportunity for dialogue to resolve the outstanding pension issues. Additional strikes were then subsequently announced for Friday 1<sup>st</sup> November (from 18:30 to 23:00 hrs.) and Monday 4<sup>th</sup> November (from 06:00 to 08:00 hrs.).

Detailed plans have been drafted and include the learning and recommendations from the initial period of industrial action include;

- Increase the number of Brigade Commanders available
- Increase the number of Group Commanders involved in the planning process
- Change some of the operational arrangements relating to communication between fire control and fire appliances and small changes to the strategic locations for the additional fire appliances

The Service's ability to cope with increasingly longer periods of industrial action and large or simultaneous incidents is, as yet, untested. However the business continuity response model remains flexible to deliver a sustained level of service to protect communities from fire and other emergencies, albeit on a much reduced scale from normal day to day operations. Public safety messages are being made available through all available communication channels.

## 8. Commentary from Corporate Board

- 8.1. It was expected that the greatest pressure on budgets would be as we entered the third and final year of the current medium term financial plan. This report largely supports that expectation and is consistent with the forecast position reported in the Quarter 1 report. Overall, the Authority is forecasting to deliver a revenue underspend, which is a positive reflection of the effective financial management of the organisation at a global level. This is reinforced in performance terms by the number of measures where progress is reported as either green or amber. On capital expenditure the overall level of borrowing remains within the envelope approved in February. Corporate strategic risks are also generally being well managed via additional mitigation measures.
- 8.2. However, there remains a red risk in terms of children and young people and vulnerable adults suffering injury or death (see paragraph 7.7) and there is also a large overspend currently being forecast in the Learning & Achievement Business Unit.
- 8.3. Corporate Board, recognising the efforts made to date, continue to stress the need to bring this budget and the delivery of the savings plans back on track. Actions taken include investment in local provision so pupils in expensive out-of-county placements can be brought back in-county and placed in a new EBSD school; investment in Warwickshire's own special school provision so that pupils in expensive out-of-county placements can be educated and looked after to the same standards in-county; and, the introduction of specialist inclusion support group provision to reduce the need for some pupils to be placed out-of-county.
- 8.4. These projects are being, and will continue to be, monitored robustly through a Transformation Board, chaired by the Strategic Director, so that reassurance can be sought on bringing the budget back into line whilst continuing to deliver effective services. Support to the People Group from across the Authority, particularly from the Resources Group, will ensure a collective approach to addressing this issue.
- 8.5. Work to deliver the existing savings plan within Learning & Achievement requires on-going political support. Delays in implementing previously agreed savings targets around Children's Centres and the Integrated Disability Service have generated additional short-term spending pressures resulting in more savings being required to bring this element of the Learning and Achievement budget back into balance this year.

## 9. Impact on Reserves

At the start of 2013/14 our revised reserves were £114.363 million. These are forecast to decrease to £99.252 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)	0.226	16.304
Medium Term Contingency	13.315	-	-	13.315
Insurance Fund	8.015	-	-	8.015
Service Realignment Fund (1)	8.840	0.007	-	8.847
Earmarked – Schools	19.673	-	-	19.673
Earmarked – Non-Schools	16.038	(5.374)	4.316	14.980
Service Savings	29.350	(12.280)	0.748	17.818
Community Infrastructure Levy	0.301	-	-	0.301
<b>Total</b>	<b>114.363</b>	<b>(20.401)</b>	<b>5.290</b>	<b>99.252</b>

### Notes:

- (1) 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 table may not sum due to slight rounding differences.

9.1. 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 to reserves of £1.970 million in 2013/14.

9.2. Proposals for transfers to Reserves:

- £0.967 million to the Growing for Growth Apprenticeship Scheme reserve to cover the cost of apprentices recruited in future years.
- £0.550 million to the Priority Families Initiative reserve within Localities & Community Safety to continue the project in future years.
- £0.200 million to a new Flood Management reserve within Localities & Community Safety to use as a contribution to match funding future projects
- £1.500 million from Strategic Commissioning to support One Organisational Plan savings in future years across the whole of the People Group.

### 9.3. Proposals for transfers from Reserves:

- £0.481 million to support the achievement of the Social Care savings plan in 2013/14.
- £0.133 million from the Resources Group General reserve. £0.120 million is to fund the prepayment of rent on 'The Old Clink' office in the Physical Assets service and £0.013 million to fund the aerial photography project in the Service Improvement & Change Management service.
- £0.633 million from the Resources Group Transformation Fund reserve. Of which £0.127 million is to fund the Warwickshire Education Service Team and £0.229 million for Business Analysts to work on various projects within the Service Improvement & Change Management service. £0.031 million is for schools finance to improve the provision to schools and £0.246 million is for ICT Transformation Projects.

9.4. 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.

9.5. General reserves are projected to be £16.304 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. Services are forecasting an overall revenue underspend which is slightly higher than forecast at the same time last year. This is an indication that services are already making savings in order to support the implementation of the One Organisational Plan savings targets in 2014-18. Although it should 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 £3.067 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 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.
- 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	3,098	49	3,147	2,885	(262)	The Warwickshire Local Welfare Scheme is underspent by £390,000. As the scheme is in its first year of operation it is continuing to be developed - we are using the learning to date to develop a long term approach to the management and distribution of this grant which is aimed at crisis situations.
Marketing & Communications	394	(1)	393	337	(56)	The underspend relates to income generation from the Print Unit and Communications.
One Front Door (Formerly One Stop Shops)	272	22	294	269	(25)	The 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	160	(2)	158	(65)	(223)	The underspend is a result of increased income generation. This underspend will be used to primarily support the Digital by Default programme and redundancy costs.
Other Customer Services	545		545	400	(145)	There have been delays in the implementation of some projects.
Business Development	305		305	323	18	
Library & Information Services	5,078	(1)	5,077	5,042	(35)	Expenditure includes the early repayment of £12,350 Self Financing borrowing.
Customer Relations	258		258	258	0	
<b>Net Service Spending</b>	<b>10,110</b>	<b>67</b>	<b>10,177</b>	<b>9,449</b>	<b>(728)</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	491	(491)	728	728		
<b>Total</b>	<b>491</b>	<b>(491)</b>	<b>728</b>	<b>728</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>	



## 2013/14 to 2104/15 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	0	453	0	501	48	0	453	0	501	0	0	
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	2	20	57	300	(77)	0	
10645000	One-Stop Shops Expansion Programme 2009/10	0	60	120	90	270	0	60	120	90	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	80	1,000	1,920	3,000	0	80	1,000	1,920	3,000	0	0	
11077000	Capital Fund for Community Libraries	90	0	0	0	90	90	0	0	0	90	0	0	
		<b>1,313</b>	<b>309</b>	<b>1,572</b>	<b>2,010</b>	<b>5,205</b>	<b>1,313</b>	<b>232</b>	<b>1,592</b>	<b>2,067</b>	<b>5,205</b>	<b>(77)</b>	<b>0</b>	

## Performance Information: Quarter 1 April - September 2013

Customer Service: All Measures							Comments
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	
M01000	% Satisfaction level with the quality of services received	62	62.89				• HofS has noted that this is not something that should necessarily be part of the CS Performance Reporting and that it is not measurable but as a Corporate Business Plan measure it has to remain in the reporting framework meantime
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	▲	877450	
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	27	▲	27	• The CRT manager is currently closely monitoring performance in adults and childrens services in liaison with the relevant heads of service. Performance is also been monitored through the group management teams
M01097	No. of complaints responded to within agreed time scales - Children	58	80	42	▲	42	• The CRT manager is currently closely monitoring performance in adults and childrens services in liaison with the relevant heads of service. Performance is also been monitored through the group management teams
M01100	No of processes transferred to digital against each identified major customer contact area.		6			0	• Activity has started in progressing a number of projects which are being monitored by the Digital by Default Board chaired by the Strategic Director.

**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	141	(101)	40	226	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 response to the recently announced spending targets. An element of an on-going legacy 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	(2)	715	672	(43)	
Treasury, Exchequer, Finance Systems, Pensions	488	(4)	484	476	(8)	
Communities Group and Fire & Rescue Local Finance, Procurement	893	101	994	815	(179)	
People Group Local Finance, Financial Benefits & Advice	2,018	(4)	2,014	1,865	(149)	
Resources Local Finance, Schools Strategy & Support, Payroll	536	(109)	427	452	25	
<b>Net Service Spending</b>	<b>4,793</b>	<b>(119)</b>	<b>4,674</b>	<b>4,506</b>	<b>(168)</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	1,487	(1,487)	168	168		
<b>Total</b>	<b>1,487</b>	<b>(1,487)</b>	<b>168</b>	<b>168</b>	<b>0</b>	

Resources Group Leadership Team have agreed to draw down £31,000 from the Resources Group Transformation Fund Reserve for Schools Support Finance.

**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	
RE-FI-01	Financial process efficiencies	725	725	725	725	725	725	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-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 - September 2013

Finance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	Comments
M02000	Budget variance: percentage end year variance from budget		0	0			• Still being collated - fluctuations within Business Units look larger, but overall within target.
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes		Yes	• Current work with the Budget Working Group is on track and financial information to support the Leader's speech was delivered on time. Work on capital is still on-going.
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		50	• On track to deliver the medium term financial plan.

**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)	1,521	(2)	1,519	1,366	(153)	Delay in recruiting specialists to vacancies and maternity cover.
Equalities and Diversity	219	0	219	262	43	
Human Resources Service Centre	1,336	(5)	1,331	1,448	117	Utilising an underspend within HR service to deliver against the HR Customer Relationship Management Project for service improvement.
Learning & Organisational Development	1,255	0	1,255	1,144	(111)	Commitment of spend against the levy is progressing and the development and implementation of the One Organisational Plan will help to determine priorities and will give rise to the need for additional skills development as services are redesigned. Also an intended programme for development of Group Leadership Teams is progressing.
Business Partners	656	(1)	655	650	(5)	
Human Resources Head of Service	1,414	1	1,415	483	(932)	The budget allocation for the Apprenticeship Scheme will be spread to cover the costs of those apprentices recruited later in the programme, therefore this is not an underspend, but committed spend in future years.
<b>Net Service Spending</b>	<b>6,401</b>	<b>(7)</b>	<b>6,394</b>	<b>5,353</b>	<b>(1,041)</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	1,129	(1,129)	74	74		
Apprenticeship Programme	0	0	967	967	967	The budget allocation for the Apprenticeship Scheme will be spread to cover the costs of those apprentices recruited later in the programme, therefore this is not an underspend, but committed spend in future years.
<b>Total</b>	<b>1,129</b>	<b>(1,129)</b>	<b>1,041</b>	<b>1,041</b>	<b>967</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 - September 2013

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	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		588	590	2	
Members Support	99	(1)	98	99	1	
ICT General Unit Charge	(507)		(507)	(507)	0	
Strategy and Programme & Innovation	1,086	(112)	974	974	0	
Corporate ICT Development	1,661		1,661	1,663	2	
R&D Infrastructure Projects	31		31	31	0	
Customer and Supplier Services	420	172	592	576	(16)	
Production Services	1,042	(1)	1,041	1,064	23	
Systems Design & Architecture	1,390	(1)	1,389	1,392	3	
Schools and Network Team	784	(3)	781	682	(99)	This underspend is being accumulated as part of Schools Service need to cover future Corporate Establishment Charges from April 2014.
Information Management	286		286	287	1	
<b>Net Service Spending</b>	<b>6,880</b>	<b>54</b>	<b>6,934</b>	<b>6,851</b>	<b>(83)</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	0	171	0	
ICT - Unit Charge Equalisation Account	625	0	0	625	0	
Information Assets	561	(561)	83	83	0	
<b>Total</b>	<b>1,357</b>	<b>(561)</b>	<b>83</b>	<b>879</b>	<b>0</b>	

Resources Group Leadership Team have agreed to draw down £246,000 from the Resources Group Transformation Fund Reserve for ICT Transformation Projects.

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 2104/15 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 - September 2013

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	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	★	48.04	
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. ICT Reqts not yet defined.
M04143	Implementation of first phase of Broadband Extension as defined in the procurement		Yes	Yes	★	Yes	



**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	536	0	536	474	(62)	The underspend in Democratic Services reflects unfilled and recently filled vacancies within the new structure following staff departures at the beginning of the financial year, and 2012/13 Police & Crime Panel grant income received.
School Governor Services	54	0	54	54	0	
Insurance, Internal Audit and Risk Management	513	0	513	510	(3)	
Law and Governance Administration	1	0	1	1	0	
Legal Services	(449)	(2)	(451)	(472)	(21)	We continue to take a cautious approach on the Legal Services forecast as the transforming organisation is generating different patterns of legal spend in some areas. Previous experience has shown, however, that the position will stabilise over the year. Recognition also needs to be given to the fact that in its capacity as a traded service, Legal Services needs a surplus in order to meet the cost of the 2013/14 Corporate Establishment Charges.
Legal Core	438	0	438	438	0	
<b>Net Service Spending</b>	<b>1,093</b>	<b>(2)</b>	<b>1,091</b>	<b>1,005</b>	<b>(86)</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)	223	(223)	86	86	0	
<b>Total</b>	<b>223</b>	<b>(223)</b>	<b>86</b>	<b>86</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>	

## Performance Information: Quarter 1 April - September 2013

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	Comments
M05000	The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	★	Yes	
M05017	£ contributed to the funding of the L&G Business Unit from external legal income	22	50000	50000	★		• Re-Development supporting on 6 month assessment which will be available for Q3
M05074	% Maintained schools purchasing School Governor Development Services	81	85	85	★	77	• The figure is currently 82% but does not include the 'Buy as you Need' services which will be included in the final quarter and we are therefore very confident that we will exceed the 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	2,405	(5)	2,400	2,301	(99)	There is a £169,000 underspend on the Carbon Reduction Commitment budget and the final outturn unspent balance will be returned to Corporate General Reserve. There is also a £119,000 overspend against Salix which we will draw down from earmarked reserves at year end. The other £49,000 underspend is additional income generated from project fees.
Facilities Management	10,007	146	10,153	10,102	(51)	This is an underspend on general day to day running costs of properties.
Estates & Smallholdings	170	(1)	169	192	23	A £32,000 overspend on Surplus Properties is partially offset by an additional £8,000 of income from Smallholdings.
Asset Strategy	294	0	294	278	(16)	Turnover saving.
Programme Management & Special Projects	(310)	0	(310)	(310)	0	
Early Repayment of Self Financed Borrowing	0	0	0	143	143	Any accumulated underspends will be put toward the long term strategy 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>13,297</b>	<b>140</b>	<b>13,437</b>	<b>13,437</b>	<b>0</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	0	0	0	0	
Salix Energy Management Reserve	404	0	(119)	285	0	
Catering Equalisation Account	302	0	(50)	252	0	
Traded Services Equipment	35	0	0	35	0	
Carbon Reduction Commitment (Final outturn balance will be returned to Corporate General Reserve)	0	0	169	169		
<b>Total</b>	<b>741</b>	<b>0</b>	<b>0</b>	<b>741</b>	<b>0</b>	

Resources Group Leadership Team have agreed to draw down £120,000 from the Resources Group General Reserve for pre-paid rent at 'the Old Clink' Office.

## 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 2104/15 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		
<b>Building &amp; Construction</b>															
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		
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0		
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	5,862	3,639	177	0	9,677	5,862	3,639	177	0	9,677	0	0		
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	18	62	0	0	80	18	55	0	0	73	(7)	(7)		
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 Damage)	0	0	0	0	0	0	0	0	0	0	0	0		
<b>Property Rationalisation Programme</b>															
11041000	Rationalisation Of The Council's Property	396	1,458	0	0	1,854	396	484	0	0	880	(974)	(974)	Budget reduction is due to movement of funds between other PRP projects - £674,000 to 11231000 Hilary Road, £420,000 to 11190000 Shire Hall and £120,000 returned from 11230000 Kings House.	
11041003	Nuneaton Library	53	0	0	0	53	53	0	0	0	53	0	0		
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	132	349			481	132	349	0	0	481	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 Salfisford 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	15	0	0	108	93	15	0	0	108	0	0		
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	1,260	1,291	117	0	2,667	1,260	1,711	117	0	3,087	420	420	Scope of works varied to cover WC refurbishments and permanent use of Barrack Street. Increased cost also due to conditions discovered during demolition relating to Asbestos, Walls, Floors and Ceilings requiring additional expenditure to maintain quality of finish.	

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	
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	525	0	0	724	199	405	0	0	604	(120)	(120)	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	0	0	0	0	0	674	0	0	674	674	674	Project approved by Portfolio Holders for Customers on 20/09/2013. Budget estimate now been adjusted based on Contractors cost plan and final works schedule, no change to overall approved budget for Nuneaton & Bedworth Local Centres
<b>Structural Maintenance</b>														
10502000	Fire Precautions - Base Programme 2010/11	33	4	0	0	37	33	4	0	0	37	0	0	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	456	12	0	0	468	456	2	0	0	458	(10)	(10)	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	(45)	0	0	2,010	2,055	(67)	0	0	1,988	(23)	(23)	
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	12	0	0	1,152	1,140	11	0	0	1,151	(1)	(1)	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	27	0	0	3,210	3,183	18	0	0	3,201	(10)	(10)	
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	7	0	0	99	92	(39)	0	0	53	(46)	(46)	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	80	0	0	1,924	1,844	39	0	0	1,883	(41)	(41)	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	83	0	0	1,289	1,206	82	0	0	1,288	(1)	(1)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	326	0	0	5,995	5,669	278	0	0	5,947	(49)	(49)	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	294	0	0	294	0	311	0	0	311	17	17	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,507	0	0	2,507	0	2,616	0	0	2,616	109	109	Reallocation of Budget from previous allocations across programme block headers 11029000 11033000 and other projects
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,211	0	0	1,211	0	1,271	0	0	1,271	60	60	Reallocation of Budget from previous allocations across programme block headers
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,562	0	0	5,562	0	5,561	0	0	5,561	(1)	(1)	
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	(1)	0	0	128	129	(1)	0	0	128	0	0	
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	(7)	0	0	334	(7)	(7)	
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	

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	
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	1	0	0	125	1	1	
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	74	22	0	0	96	74	22	0	0	96	0	0	
11162000	Llandudno Marle Hall Oec - Boiler Repl	214	1	0	0	215	214	1	0	0	215	0	0	
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist Impvts	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	40	0	0	386	346	40	0	0	386	0	0	
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>														
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	140	72	0	258	46	140	72	0	258	0	0	
<b>Energy</b>														
10400000	Climate Change 2009/10	180	75	153	0	408	180	75	153	0	408	0	0	
10410000	Climate Change 2007/08	276	83	0	0	359	276	83	0	0	359	0	0	
11135000	Various Properties - Reducing Energy	0	100	950	1,200	2,250	0	100	950	1,200	2,250	0	0	
11136000	Various Properties - Renewable Energy	2	500	1,750	3,648	5,900	2	400	1,850	3,648	5,900	(100)	0	
11159000	Wark Satisford Office Park - Pv Micro Genertn Syst	108	0	0	0	108	108	0	0	0	108	0	0	
<b>Smallholdings</b>														
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)	0	0	0	(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	18	0	0	282	264	72	0	0	336	54	54	Move of Funding from 11140000 Rural Services Smallholdings Capital Maintenance 2013/14
11138000	Smallholdings - Decent Homes Standard 2012	429	79	0	0	508	429	98	0	0	527	19	19	Move of Funding from 11140000 Rural Services Smallholdings Capital Maintenance 2013/14
11139000	Rural Services Capital Maintenance 2012/13	701	98	0	0	799	701	241	0	0	942	143	143	Move of Funding from 11140000 Rural Services Smallholdings Capital Maintenance 2013/14

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	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	4	0	0	0	4	4	7	239	0	250	7	246	Funding from Capitial Receipt as agreed in Cabient Report dated 13th December 2012 item 15 sub section 5
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	41	0	0	0	41	41	484	0	0	525	484	484	Funding transferred from 11140000 Rural Services Smallholdings Capital Maintenance 2013/14. Original approval from Strategic Director of Resources on 25/4/13 and Portfolio Holder on 8/7/13. Increase in the value of the contract is additional works and fees identified once the contract had been let.
11140000	Rural Services Capital Maintenance 2013/14	0	938	0	0	938	0	242	0	0	242	(696)	(696)	Funding moved to 11137000 Smallholdings - Nitrate Vulnerable Zone, 11138000 Smallholdings - Decent Homes Standard, 11139000 Rural Services Capital Maintenance 2012/13, 11139058 Wolston South Lodge Farm
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	(4)	0	0	(0)	4	(4)	0	0	(0)	0	0	
11228000	Rural Services Capital Maintenance 2015/16	0	0	0	821	821	0	0	0	821	821	0	0	
		<b>31,665</b>	<b>21,219</b>	<b>13,912</b>	<b>15,756</b>	<b>82,552</b>	<b>31,665</b>	<b>21,122</b>	<b>14,252</b>	<b>15,756</b>	<b>82,794</b>	<b>(96)</b>	<b>243</b>	

## Performance Information: Quarter 1 April - September 2013

Physical Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	Comments
M06000	% of our retained operational property portfolio having optimum utilisation	90	95	95	★	90	
M06001	% of corporate projects which deliver CO2 reductions	-32	-2.5	13	▲	13	• Total reported CRC emissions as presently recorded in the CRC Registry are: 2010-11 CRC Emissions: 55,541 tCO2 (including street lighting); 2011-12 CRC Emissions: 37,978 tCO2; 2012-13 CRC Emissions: 43,030 tCO2. Emissions of carbon dioxide were reported to EA in time for the end of July deadline. The 43,030 tonnes CO2 for 12/13 is a 13% increase on the 37,978 tonnes CO2 reported in July 2012. The winter of 2012/13 was severe and gas consumption rose by 24%, electricity consumption rose by 1% (even though emissions only rose by 13%). 2010/11 was also a poor winter. Total carbon dioxide emissions were 41,472 tonnes in 10/11 (when street lighting carbon dioxide emissions are excluded) so 12/13 carbon dioxide emissions are 4% higher than 10/11. Further details about which buildings have seen the largest increase in energy consumption can be found in the Annual Building Energy Consumption Review.
M06022	Capital receipts target (£m)	1.34	14.75	14.75	★	7	
M06102	Achieve property rationalisation savings target (£m)		1.6	1602	★	1041.3	• 65% of 1.602 secured
M06103	% achievement against budget on PRP		100	100	★	65	
M06104	% achievement against time targets on PRP		100	100	★	50	

**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	785	(12)	
Observatory	343	25	368	442	74	Additional salary costs and reduced income, the overall position will be managed within Service.
Service Improvement and Change Management Admin	176	(1)	175	175	0	
Development and Support	745	(34)	711	657	(54)	Managed vacancies and project underspends.
Corporate Programme Management Office	247	0	247	216	(31)	Managed vacancies.
Commercial Enterprise	105	(2)	103	75	(28)	Greater income than expected.
<b>Net Service Spending</b>	<b>2,413</b>	<b>(12)</b>	<b>2,401</b>	<b>2,350</b>	<b>(51)</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	368	(368)	51	51	0	
<b>Total</b>	<b>368</b>	<b>(368)</b>	<b>51</b>	<b>51</b>	<b>0</b>	

Resources Group Leadership Team have agreed to draw down £356,000 from the Resources Group Transformation Fund Reserve, £127,000 for Warwickshire Education Service Team and £229,000 for Business Analysts to work on multiple projects. The Group Leadership Teams also agreed to draw down £13,000 from Resources General Reserve to fund the aerial photography project.

**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 - September 2013

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 30/09/2013	Year End Alert	Period Actual 30/09/2013	Comments
M07041	% Increase in satisfaction with service provision		5	5	★		• Not due Qtr 2
M07042	Number of Service Reviews delivering full business case to schedule		4	12	★	1	<ul style="list-style-type: none"> <li>• 11 Business Cases are on track to be delivered by year end. However, it is not clear whether this is in line with Corporate Board expectations or Organisational Plan requirements. Revisions may be needed.</li> <li>• Please note this indicator measures the number of Reviews delivering Business Cases, not the number of Business Cases delivered.</li> </ul>
M07095	% of corporate frameworks scheduled for review completed (March 2014)		100	100	★	38	• The target remains Green even though there has been a reduction in performance quarter on quarter. There is a need to bring the programme back on track.
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	<ul style="list-style-type: none"> <li>• Business Cases are identifying how required savings and improvements will be delivered.</li> <li>• The remaining service Reviews are on track to deliver Business Cases with savings and improvements commensurate with Corporate Board's expectations.</li> <li>• Again, revisions may be needed in order to align with the Organisational Plan.</li> </ul>
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100			-2	Contribution is on target.

**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	(184,428)	0	(184,428)	(184,804)	(376)	Relates to receipt of an additional one-off grant from Central Government to offset the lost income resulting from changes to council tax benefit. This grant was announced after the budget was agreed.
Dedicated Schools Grant and other school funding	(267,207)	268	(266,939)	(266,939)	0	
Individual Schools Budget (ISB)	208,877	(849)	208,028	208,028	0	
Capacity Building Fund	615	0	615	615	0	
Provision for Pay and Conditions	1,931	0	1,931	1,931	0	
Capital Financing	39,785	0	39,785	38,927	(858)	A reflection of a reduction in the servicing costs of a smaller Capital Programme and the effects of slippage in the 2012-13 Capital Programme.
Revenue contribution to Capital Financing	0	8,151	8,151	8,151	0	Revenue contributions from 2012-13 underspendings as agreed by Cabinet in July.
Interest on Revenue Balances	(1,808)	0	(1,808)	(1,099)	709	Cash performance on external & internal deposits has fallen as rates being offered reduce further.
Corporate Board	1,200	(1)	1,199	1,232	33	
County Coroner	385	0	385	388	3	
Environment Agency (Flood Defence Levy)	223	0	223	223	0	
External Audit Fees	385	0	385	206	(179)	The audit fee is lower following the abolition of the Audit Commission, with a greater emphasis on charging for any additional work they undertake. The smooth audit of the 2012/13 accounts means these charges were lower than anticipated this year.
County Council Elections	424	0	424	768	344	£576,000 has already been advanced to the districts/borough as 75% of their estimated costs. Forecast assumes the full 100% will be required. The accumulated elections reserve has already been used and is shown as part of the budget of £424,000. Therefore the forecast £344,000 overspend will be a call on General Reserves at the year end.
Members Allowances and Expenses	1,036	0	1,036	1,036	0	Forecast to be reviewed once the impact of the revised Members Allowance scheme, as agreed by September Council is clearer.
Other Administrative Expenses & Income	402	0	402	402	0	
Reorganisation Pensions	64	0	64	63	(1)	
Subscriptions	233	0	233	153	(80)	
<b>Net Service Spending</b>	<b>(197,883)</b>	<b>7,569</b>	<b>(190,314)</b>	<b>(190,719)</b>	<b>(405)</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	18,832	(2,754)	226	16,304	0	
Medium Term Contingency	13,315	0	0	13,315	0	
Service Realignment Fund	8,840	7	0	8,847	0	
Capital Fund	387	0	0	387	0	
Quadrennial elections	312	(312)	0	0	0	
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)	0	839	0	
Equal Pay Back Pay Account	1,688	0	0	1,688	0	
NHS Grant	2,218	(2,218)	0	0	0	
External Audit	232	0	179	411	0	
Insurance Fund	8,015	0	0	8,015	0	
Community Infrastructure Levy	301	0	0	301	0	
Resources Group General Reserves	1,264	0	0	1,264	(133)	Resources Group Leadership Team have agreed the following amounts will be drawn down for these services: Physical Assets - £120,000 Service Improvement - £13,000
Resources Group Transformation Fund Reserve	1,487	0	0	1,487	(633)	Resources Group Leadership Team have agreed the following amounts will be drawn down for these services: Finance - £31,000 Information Assets - £246,000 Service Improvement - £356,000
<b>Total</b>	<b>55,088</b>	<b>(5,386)</b>	<b>405</b>	<b>50,107</b>	<b>(766)</b>	

**Corporate Business Plan: Performance Summary (April 2013 – September 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 mid-year point (April 2013 – September 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 2 (April 2013 – September 2013)

	Qtr. 1	Mid-Year	Qtr. 3	Year End	Direction of Travel
<b>Red</b>	6	6			↔
<b>Amber</b>	4	4			↔
<b>Green</b>	23	20			↓
<b>Subtotal</b>	<b>33</b>	<b>30</b>			
<b>Not Yet Available (NYA)</b>	<b>18</b>	<b>21</b>			
<b>Not collected this year/ not applicable</b>	<b>3</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 2, we are able to report on 56% of performance measures (30 out of 54) within the Corporate Business Plan, which apply in 2013/14.

We are unable to report progress against 24 measures. This includes 21 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.

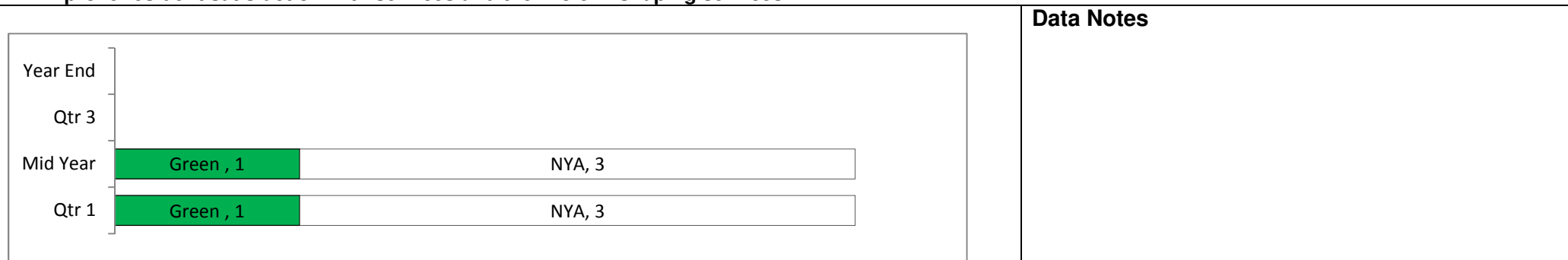
The table below presents quarter 2 performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

	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	3	0	0	1	0	0	4
<b>Green</b>	1	5	5	4	0	2	3	20
<b>Subtotal</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>30</b>
<b>NYA</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>21</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

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



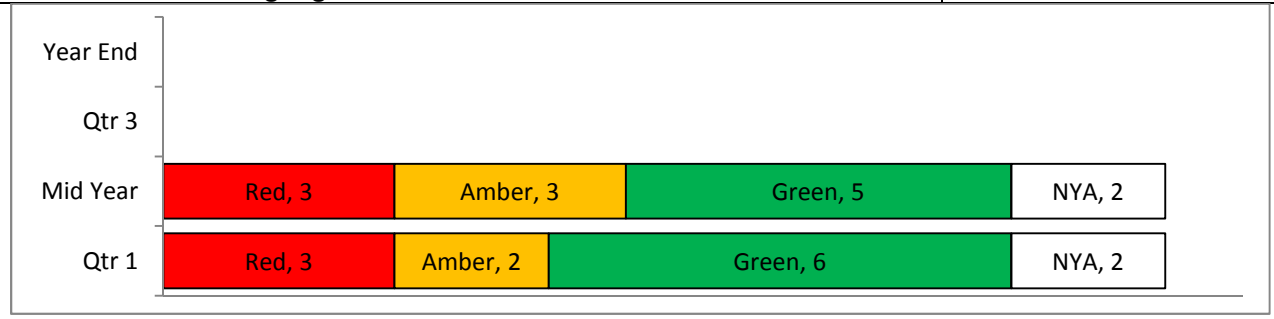
	<b>2012/13 Actual</b>	<b>Target 2013/14</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
% of people who feel they can influence decisions in their local area	Due to be collected in 2013/14	<b>33.7%</b>	Annual indicators - question included in the 'Living in Warwickshire' survey. Results reported in Q3.			
% 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>Yes (G)</b>		

**Commentary and Key Actions Taken**

**Broadband**  
 The BDUK Contract to extend the availability of superfast broadband in Rural Warwickshire was signed with BT in June 2013. In quarter 2 we have also received a revised high-level roll-out plan utilising an additional £700,000 funding which means that we should exceed the 90% target for Warwickshire. BT have now also started their survey work.

**2: Safety & Protection** Direction of Travel ↔

- Outcomes:**
- Reduce further the number of people killed or seriously injured on Warwickshire's roads
  - Proactively maintain the highways network to a safe standard, working with partners to do so
  - Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions
  - Focus on tackling high harm causers and re-offenders
- Work with Police to reduce levels of violent crime, especially domestic violence
  - Reduce the damaging effects on families and communities caused by drugs misuse
  - Work in partnership to reduce the significant consequences of the misuse of alcohol
  - Work with partners to reduce instances of anti-social behaviour
  - Reduce fire related deaths and injuries as well as reducing the economic cost of fire



**Data Notes**

1. The Q1 and Q2 figures cover the period January to June 2013 and are provisional.
2. Q2 data due in November.
3. This measure is taken from an annual survey which will be conducted in February with results available in May
4. Figures are based on actuals rather than forecasts

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 (see data note 1)	299 (A)	288	288 (G)	287 (G)		
Number of children who are subject of a child protection plan (see data note 4)	49 (A)	46 per 10 K	48 (A)	52 (R)		
Number of children who are both looked after and subject of a child protection plan (see data note 4)	65 (R)	48	55 (R)	56 (R)		
Alcohol related admissions for under 18s (rate/100,000)	58.32 (G)	60	NYA	NYA		
Number of repeat safeguarding referrals	13 (G)	11.9	11 (G)	11.9 (G)		
% of people who use services who feel safe is in top quartile of comparator group (see data note 3)	No (R)	Remain in top quartile	NYA	NYA		
Incidents of serious acquisitive crime per 1,000	11.05 (G)	11.04	10.9 (G)	10.84 (G)		
Adult drug users exiting treatment successfully (see data note 2)	10.1 (R)	10	10 (G)	11 (G)		
Incidents of all Anti-social behaviour	20,164 (G)	20,163	19,473 (G)	20371 (A)		
Incidents of serious violent crime per 1,000	4.77 (G)	4.76	5.35 (R)	4.94 (A)		



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)	0 (G)		
No. of fire related injuries per 100,000 population	11 (G)	10	20 (R)	18 (R)		
The economic cost of fire for Warwickshire	£11,324,256 (G)	£11,324,255	£11,437,497 (A)	£12,200,000 (A)		

### **Commentary and Key Actions Taken**

#### **No. of children who are subject of a child protection plan per 10,000 population**

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 Q2 is higher than our year end target we forecast making progress in lowering our numbers safely as our evidence-based projects take effect.

#### **Number of children who are both looked after and subject of a child protection plan**

Although this indicator is showing as "red", we only saw a minor increase in numbers from 55 to 56 during the course of Q2. This is still lower than the 65 cases reported at the end of Q4 in 2012/13. There are continuing high numbers of child protection and looked after cases across Warwickshire but these need to be lowered safely as part of our evidence-based projects.

#### **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 2 the year end forecast is to meet the target. The figures show the lowest number of fatal and serious road casualties recorded in the first half of a year and 12 lower than 2012.

Key areas of work include; a casualty reduction scheme has been completed at the 'old police station' roundabout in Coleshill, which aims to reduce the number of accidents occurring at the roundabout, the annual Road Safety Quiz is being offered to schools online to raise Road Safety knowledge in schools across the County and the team are working with Community Safety and Public Health to launch a campaign for Alcohol Awareness Week in November.

#### **Reducing the instances and impact of crime**

Community safety performance is monitored frequently by local Community Safety Partnerships and monthly at a countywide level via a partnership telephone conference call. Emerging trends are identified at these meetings and appropriate actions are identified.

The Community Safety and Substance Misuse Team continue to work with partners to reduce the negative impact of crime in the community. Recent activity includes crime prevention road shows, the provision of advice about staying safe and safe drinking to students and other young people at Fresher's Fair and Your Town Your Choice Event in the south of the County, and the innovative 'Dob em in' project to tackle nuisance motorcycles in the north of the county.

Performance of commissioned drug and alcohol treatment service is monitored closely by commissioners and the proportion of adult users successfully exiting treatment continues to improve gradually.

#### **Reducing fire related deaths and injuries**

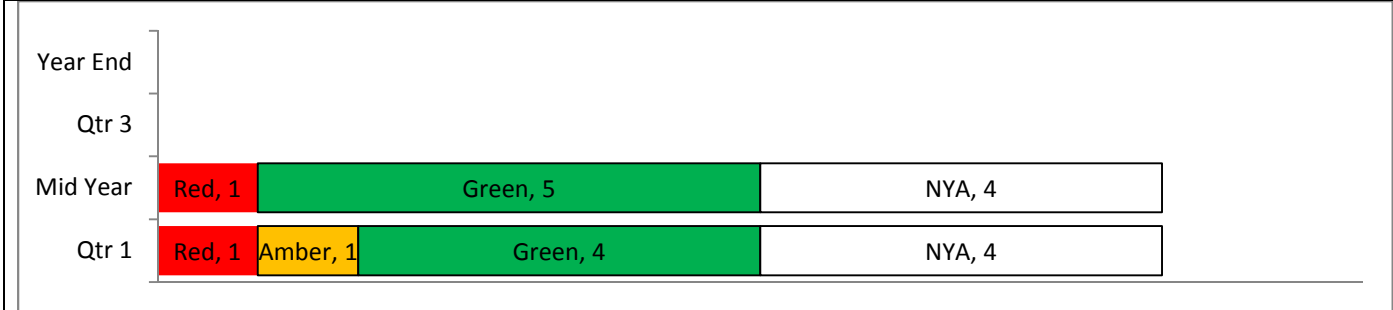
Warwickshire fire and Rescue Service works hard to identify vulnerable people who may have an increased risk of having a fire in the home, we target our fire prevention activity accordingly with 91% of our HFSC's being delivered to such groups. As emerging trends become apparent we adapt our initiatives to

address the issues as quickly as possible. This targeted approach has contributed to the number of preventable fire related deaths across the County being zero at the half year and there hasn't been a preventable death in a home in Warwickshire since January 2011. However, during the first half of the year there have been 10 reported fire related injuries across 8 incidents, this compares to only 3 reported in the same period the previous year. The 10 injuries all occurred in quarter 1 and as a result the situation was closely monitored and localised preventative measures were set in motion to raise awareness of fire safety issues, subsequently there have not been any further fire related injuries occurring in the second quarter.

The estimated economic cost of fire has increased during the first half of the year compared to the same period last year. Reductions in many categories of fire have been achieved during this time period, specifically accidental dwelling fires, fires in commercial premises and fires in other types of buildings. However, the rise in the number of fire related injuries and small fires with no property involved has impacted on the performance of this measure.

### 3: Care & Independence Direction of Travel

- Outcomes:**
- Fulfil our duty of care to older and vulnerable people
  - Ensure that all those eligible are offered an adult care personal budget
  - Increase the scope of re-ablement services
  - Working with partners to improve number of older people living independently in their own homes
- Embrace the Public Health Service within our responsibilities to improve the health of the County's population
  - The successful transfer of the Public Health Service to the Local Authority
  - Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it.



**Data Notes**

1. These measures are taken from an annual survey which will be conducted in February 2014 with results available in May 2014
2. The outturn for this indicator uses quarter 3 information and the results are available in quarter 4

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	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	NYA		
% of older people (65+) who are still at home after 91 days following discharge from hospital (see data note 2)	82.2 (G)	87%	NYA	NYA		
Delayed transfers of care between social care and health per 100,000 population	13.1 (A)	11	11 (G)	10 (G)		
Admissions to residential care homes per 100,000 population	712.9 (R)	530	700 (R)	714.5 (R)		
% of people using social care who receive self-directed support	70.7% (G)	65	72 (G)	72 (G)		
% of customers not needing on-going social care 91 days after leaving Reablement	62% (A)	63	62 (A)	65 (G)		
% of Reablement customers where one or more agreed outcomes are fully met	81% (G)	85	NYA	NYA		
% Delivery of the County Council's new & continuing duties to improve public health	Not applicable until 2013/14	100%	100% (G)	100% (G)		
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so		100%	100% (G)	100% (G)		

**Commentary and Key Actions Taken**

**Admissions to residential care homes**  
 There has been a significant upwards trend in residential / nursing care placement rates since the end of the last financial year. The analysis is underway to

determine the reason for this recent change. If this trend continues, it represents a significant financial pressure and we want to improve alternative community based services to reverse the trend.

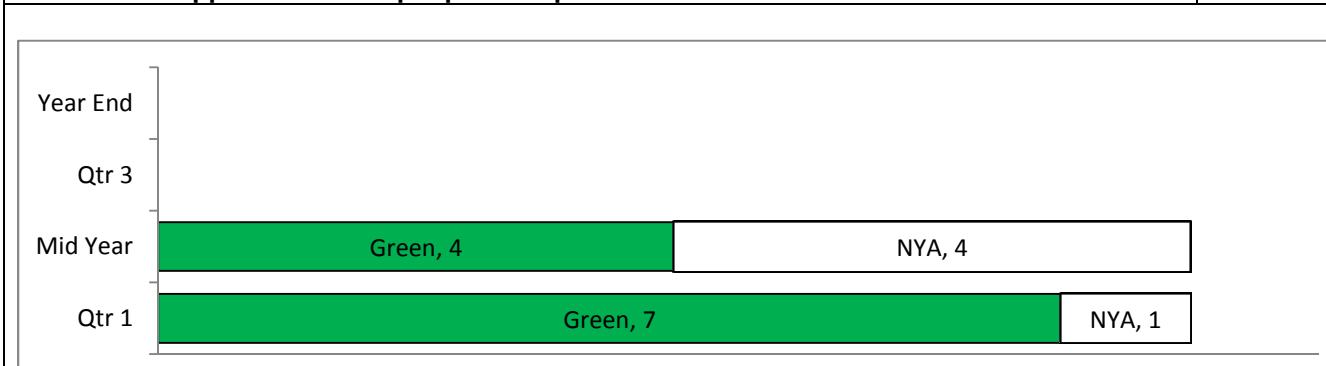
**Reablement**

The current performance continues to compare well against national comparators, and reflects the challenge of supporting people with higher levels of need

**4: Enterprise, Transport & Tourism** **Direction of Travel** 

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

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



**Data Notes**

1. Awaiting data, the ONS Business Register and Employment survey is expected mid October.
2. Awaiting actual data, the Coventry & Warwickshire Chamber of Commerce survey is expected at year end.
3. This is an annual indicator and will be reported in April 2014

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)	6450 (G)		
The number of individuals undertaking Apprenticeships in Warwickshire	3,800 (G)	3400	3800 (G)	3800 (G)		
The number employed in key target growth sectors of the sub regional economy (LEP) (see data note 1)	140,410 (A)	150,000	150,000 (G)	NYA		
The number employed in key target growth sectors of the Warwickshire economy (see data note 1)	95,395 (A)	100,000	100,000 (G)	NYA		
Businesses reporting skills shortages (LEP) (see data note 2)	NYA	31%	31% (G)	NYA		
WCC cost per passenger journey on WCC supported services	£0.76 (G)	0.75	0.75 (G)	0.75 (G)		
Length of highway network where surface treatment was achieved (kms) (see data note 3)	210.7 kms (R)	250	250 (G)	250 (G)		
Length of highway network where maintenance is needed	TBC	No target set	NYA	NYA		

**Commentary and Key Actions Taken**

**Apprenticeships**  
 2012/13 targets have been achieved for the number of people undertaking apprenticeships in both Warwickshire and the sub-region. 2013/14 data will be available in April 2014.

The Apprenticeship Hub continues to provide an interface between employers, training providers and the National Apprenticeship Service to encourage and support more small businesses to take on apprentices. The project team have been working with Communications and Marketing team to raise awareness of the schemes internally and externally;

- A number of press releases have been delivered
- Intranet articles have been published
- A number of careers events have been staged around the County
- An advert is being placed in the Chamber of Commerce magazine
- Social media has been utilised including Facebook and Twitter
- Internet “Get an apprentice” page is averaging 100 unique page views per month.

### **A thriving business community in Warwickshire**

This quarter a number of positive economic developments include;

- Agricomp, a renewable energy company has expanded into new premises at Stoneleigh Park with their new headquarters
- A professional service organisation `Freeman' that feeds into the work of our key growth sectors is moving to Ryton and this will create 350 jobs.
- Jaguar Land Rover has announced that they will be putting £50m into the £100m National Automotive Centre at Warwick Manufacturing Group.

Actual results for these indicators are provided by national surveys; ONS Business Register and Employment Survey and the Chamber of Commerce survey, these will be available later this year but at this point it is anticipated that the year end target will be achieved.

**5: Environment & Housing**

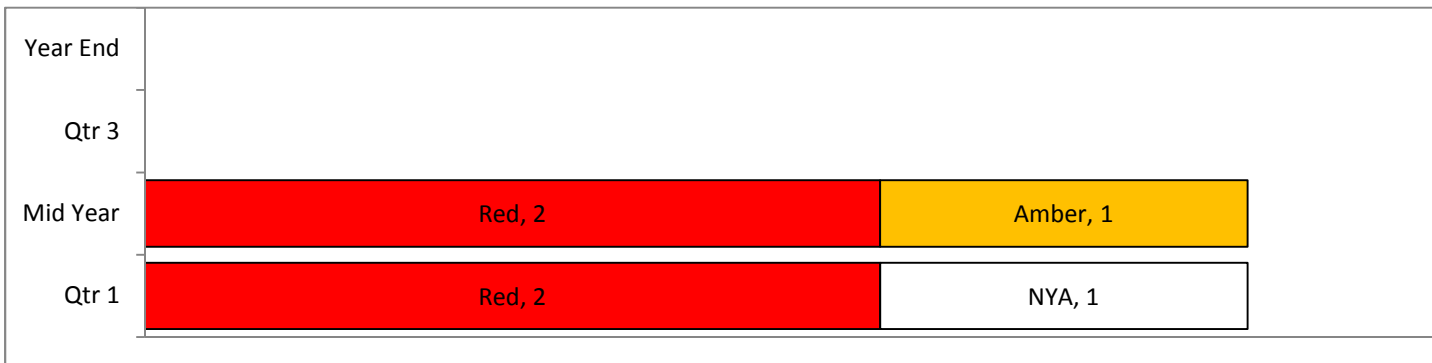
Direction of Travel ⇄

**Outcomes:**

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

**Data Notes**

1. Q2 data is currently being validated by the Environment Agency, so year end forecasts are based on estimates. 2012/13 year end data has been confirmed and updated.



Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
Residual household waste per household is minimised (see data note 1)	500.36kg (A)	473kg	NYA	509 (A)		
The % CO <sup>2</sup> reductions delivered through Corporate Projects	32% (G)	2.5% reduction	10% increase (R)	13% 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)	170 (R)		

**Commentary and Key Actions Taken**

**Household Waste**

The 2012/13 data has been validated by the Environment Agency, household waste has reduced by 7.8% in comparison to 2011/12, although the 2012/13 target of 458kg has been marginally missed. Quarter 2 data is currently being validated; however the estimate indicates a 2% reduction in residential waste in comparison to quarter 1.

**CO<sup>2</sup> Reductions**

Total reported CRC emissions as presently recorded in the CRC Registry are: 2010-11 CRC Emissions: 55,541 tCO<sub>2</sub> (including street lighting); 2011-12 CRC Emissions: 37,978 tCO<sub>2</sub>; 2012-13 CRC Emissions: 43,030 tCO<sub>2</sub>. Emissions of carbon dioxide were reported to EA in time for the end of July deadline. The 43,030 tonnes CO<sub>2</sub> for 12/13 is a 13% increase on the 37,978 tonnes CO<sub>2</sub> reported in July 2012. The winter of 2012/13 was severe and gas

consumption rose by 24%, electricity consumption rose by 1% (even though emissions only rose by 13%). 2010/11 was also a poor winter. Total carbon dioxide emissions were 41,472 tonnes in 10/11 (when street lighting carbon dioxide emissions are excluded) so 12/13 carbon dioxide emissions are 4% higher than 10/11. Further details about which buildings have seen the largest increase in energy consumption can be found in the Annual Building Energy Consumption Review.

#### **Extra Care Housing Units**

The target was set three years ago at the start of the programme. While 396 units will not be open this year the extra care housing programme is on target. 283 units are either currently under construction or have planning permission and funding in place meaning 453 units will be delivered.

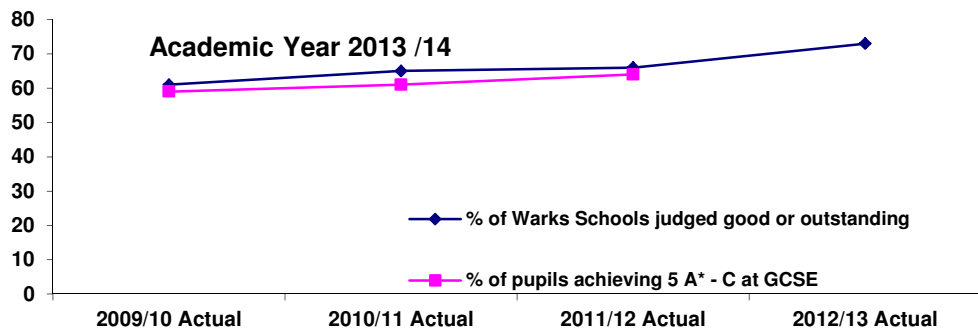


**6: Schools & Education**

Direction of Travel ⇄

**Outcomes:**

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



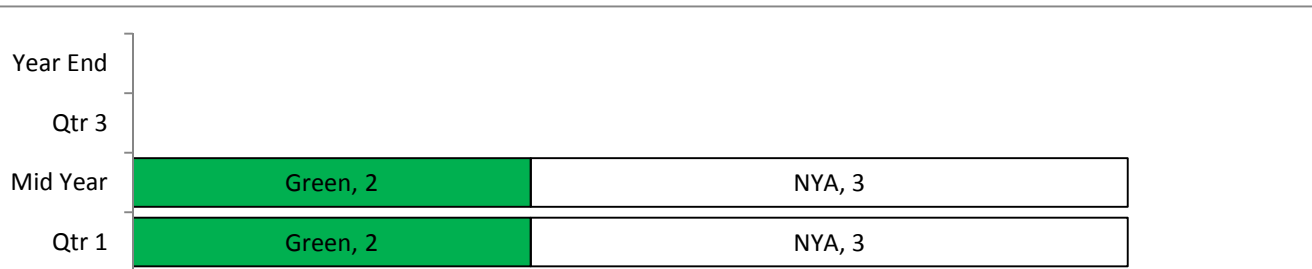
**Commentary and Key Actions Taken:**

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

Measures (Academic Year September 2011 – August 2012)	2011/12 Target	2011/12 Actual	2012/13 Target	2012/13 Actual	2013/14 Actual
% of Warwickshire schools judged good or outstanding by Ofsted	66%	66% (G)	68%	73%	2013 data will become available in Q3
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	65%	64% (A)	65%		2013 provisional data is available in October and is finalised in January 2014.

**Financial Year 2013/14**

**Data Notes**



1. 2013 data will be available in June 2014.

Measures (Financial Year April 2013 – September 2013)	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of 16-18 year olds who are not in education, employment or training (NEET) (see data note 1)	3.6% (G)	3%	NYA	NYA		

Prevalence of breast feeding at 6 – 8 weeks from birth	44.02% (A)	50%	50% (G)	50% (G)		
% of children in year 6 who are obese	17.38% (R)	17%	17% (G)	17% (G)		
<b>Commentary and Key Actions Taken</b>						


7: Organisation			Direction of Travel ↔			
<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>  			
Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% Increase in satisfaction with service provision	NYA	5	NYA	5 (G)		
Number of Service Reviews delivering full business case to schedule (see data note 1)	7 (R)	12	12	NYA		
Complete the JSNA refresh to support commissioning decisions	Yes (G)	Yes	NYA	NYA		
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire	Yes (G)	Yes	NYA	NYA		
The annual governance is accepted without qualification by the Council's external auditors	Yes (G)	Yes	Yes (G)	Yes (G)		
Net variation to budget	5.1%	+/- 1%	-0.3%	NYA		
% of our retained operational property portfolio having optimum utilisation	90% (G)	95%	91%	95 (G)		
% staff who are flexible workers	NYA		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 2 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 Mid-year 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>Within WCC from 1st April 2013 we have:                             <ul style="list-style-type: none"> <li>10 in employment from the 12/13 cohort (1 left to go to University).</li> </ul> </li> <li>13/14 Cohort:                             <ul style="list-style-type: none"> <li>11 currently in employment ( Ranger, Business Support, Pensions, Highways Planning, 2 in HR Service Centre, 2 in Highways Maintenance, 1 Procurement, 2 in HR starting CIPD In September (and will convert to Higher Apprenticeships when available))</li> </ul> </li> </ul> <p>There are also 6 vacancies being advertised/Recruited to.</p> <p>16-18 more apprenticeships are being progressed and more under discussion with Business Units</p> <p>Externally</p> <ul style="list-style-type: none"> <li>The project team are actively engaging with the business community to raise the profile of Apprenticeships. There are currently 52 Live leads that are being explored.</li> <li>The project team have been working with Communications and Marketing team to raise awareness of the schemes internally and externally:                             <ul style="list-style-type: none"> <li>A number of press releases have been delivered</li> <li>Intranet articles have been published</li> <li>A number of careers events have been staged around the County</li> <li>An advert is being placed in the Chamber of Commerce magazine</li> <li>Social media has been utilised including Facebook and Twitter</li> </ul> </li> </ul>	

## Communities

		<ul style="list-style-type: none"> <li>○ Internet “Get an apprentice” page is averaging 100 unique page views per month.</li> </ul>	
<p>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</p>	<ul style="list-style-type: none"> <li>● Design and build tender accepted January 2014</li> </ul>	<ul style="list-style-type: none"> <li>● Invitations to Tender in respect of the construction contracts were issued in July 2013. Bids have been received and are now being assessed.</li> <li>● Network Rail will meet in September 2014 to consider formal approval of the less expensive option for turning-back the Murco oil train. It is anticipated that the bids for the construction contracts and the view of Network Rail in respect of the Murco oil train turn-back arrangements will provide a clearer understanding of the outturn costs and the affordability of the scheme. It is proposed to report to the Strategic Board on affordability generally and on these two key issues in October 2013.</li> <li>● The Warwick Road Crossing remains unresolved. However, there are indications that an application for ERDF funding for a pedestrian subway under Warwick Road will be successful. Discussions with the owners of Central Six continue and this issue is anticipated to be resolved in advance of Financial Close which is envisaged in early 2014.</li> </ul>	
<p>Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin (for which planning permission has already been secured). Both companies have further growth aspirations. Since the development of the scheme, the area has been identified as a preferred site for SDC’s Local Plan housing and</p>	<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>● The project is now fully funded through the Highways Agency, funding from WCC and successful bids to the Regional Growth Fund and the Local Pinch Point Fund.</li> <li>● A planning application will be submitted in October for determination in January and WCC must obtain planning permission by February 2014.</li> <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> <li>● WCC are finalising the Construction Framework Contract which needs to be in place before construction begins.</li> <li>● The Highways Agency are progressing their element of the scheme to include slip road, signalised junctions and an additional lane on the B4451.</li> </ul>	

<p>employment which could result in a further 1900 and 18Ha of employment during the Plan period.</p>			
<p>Deliver Superfast broadband as an aid to economic growth</p>	<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 services of at least 2Mbps available to 100% of properties.</li> </ul>	<ul style="list-style-type: none"> <li>The revised coverage model has been issued to the project team by BT. A summary of the changes are:                             <ul style="list-style-type: none"> <li>An additional 7,588 premises are upgraded with the additional funding of £750,000, slightly under £100 per premise, which was broadly in line with expectations.</li> <li>As requested in Clarification Questions the subsidy was withdrawn from areas that we had been notified would be included in the commercial rollout by one of the telecoms companies.</li> <li>The number of premises awaiting further funding was reduced by over eight thousand to 22,631</li> </ul> </li> <li>The release, by BT, of the revised Project Model and Implementation Plan for the additional coverage has been delayed due to internal BT governance issues. It is anticipated that these documents will be released week commencing 7th October and the project team have been assured that this will not impact the overall implementation.</li> <li>The coverage model is currently being reviewed by BDUK to ensure that the additional coverage is State Aid compliant but this review cannot be completed without the revised Project Model and Implementation Plan. These will be issued to BDUK as soon as they have been received by the project team.</li> <li>Survey work for Phase 1 cabinet locations is currently being undertaken by BT Openreach together with members of the CSW project team</li> <li>Planning application packs have been submitted for the first 13 cabinets in Phase 1 which are cabinets that were included in the original coverage model</li> <li>BDUK will be briefing Local Authorities in October about their plans for the allocation of the additional £250 million announced as part of the Government's spending review.</li> </ul>	
<p>No of Looked After Children aged 16-19 involved in work</p>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	

<p>based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).</p>		<p>leavers who remained in contact with us continued to be in education, employment or training.</p> <ul style="list-style-type: none"> <li>• In September 2013, the Virtual School reported that 20% achieved 5 A*-C (inc English &amp; Maths); 23% achieved 5 A*-C; and 74% achieved some qualification (of this cohort 65% have SEN (registered or statement) and 14% are unaccompanied asylum seekers).</li> <li>• The <i>Get Ready for Adult Life Service</i> (Leaving Care) Service has recently reviewed our Care2Work plan (copies are available upon request). We are proud of our achievements over the last year.</li> <li>• The promotion of our guidance and regular briefings (including 2 county wide workshops) has resulted in improved outcomes. We are working well with the Priority Families Initiative, with 29 young people being offered individualised support to overcome barriers to employability. We continue to provide our “Information Playing Cards” to all Looked After Children above 13 years of age, and the Apprenticeship website is the 5<sup>th</sup> most popular card, with 136 hits, and another 425 hits have occurred on websites related to Education, Employment and Training.</li> <li>• Many of our young people are progressing well in their careers, 13 care leavers are in higher education and 96 in further education. We have 27 undertaking other educational activities, 15 have completed accredited courses around Independent living, and 35 have engaged in group work through WAYC. We have also improved employment opportunities over the last year, with 11 supported in work experiences, 5 in voluntary work, 5 in Apprenticeships and 19 have been supported to overcome barriers and gained employment. We are also supporting 13 young people that require additional support to complete a wide range of EET activities beyond the age of 21. This year we will start reporting to the government about the outcomes of our care leavers’ up to 21 years of age.</li> <li>• We have also identified that there are things that we could do better. We are currently working with the JobCentrePlus to understand their work in supporting young people into employment or education. They attended a workshop and explain the range of opportunities available, including grants. We are also working to improve processes to speed up applications for benefit for our care leavers.</li> <li>• One area that has been difficult to improve upon is developing employment</li> </ul>
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		<p>opportunities locally. However, we are beginning to work with an NCAS worker who will engage with local employers to increase opportunities for our care leavers.</p> <ul style="list-style-type: none"><li>• We have undertaken a democratic process for the election of our Children in Care Council, and this included asking the electorate what were the key issues for them. EET remained in their top 5 priorities. We have also undertaken a questionnaire with our practitioners and a small group of young people to evaluate how we implement the Care Leavers Charter. The young people felt that their workers did particularly well at exploring their identity, having high aspirations, seeing their potential to build a better future for themselves, keeping them on track when they have lost sight of their goals and helping them to feel okay when they change their mind. These are all essential components of career progression. Everyone felt that they needed more time together and we are leading some focus groups to see how this can be achieved efficiently.</li><li>• The Tiffin Club continues to raise funds to supplementary support for looked after children and care leavers. They continue to offer mentors for our young people and are planning to re-launch their mentoring scheme for LAC and care leavers and develop employability opportunities.</li></ul>	
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