

## Corporate Services Overview & Scrutiny Committee

26<sup>th</sup> February 2014

### Quarter 3 - 2013/14 Organisational Health Report: Finance, Performance & Risk (April – December 2013)

#### Recommendations

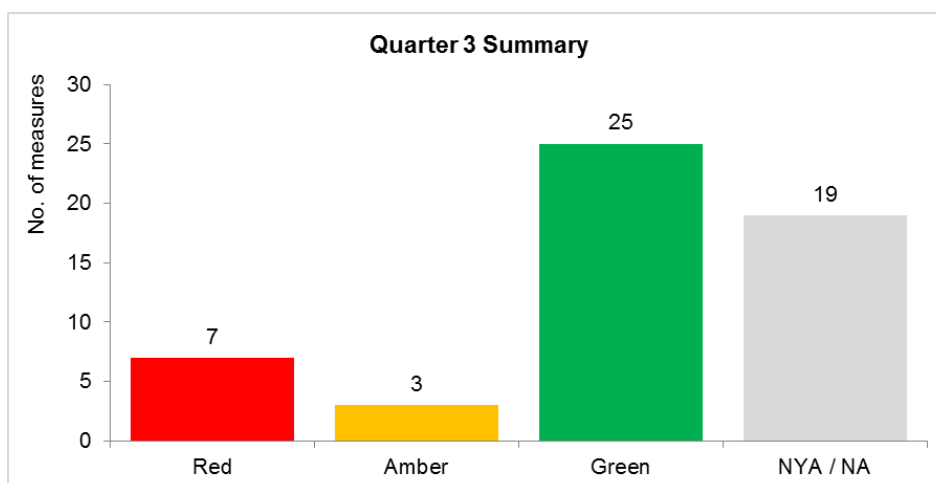
That the Corporate Services Overview and Scrutiny Committee considers the report, asking questions in relation to its content and making recommendations if considered appropriate on the Quarter 3 (April – December) 2013/14 performance of those services within its remit (primarily services within the Resources Group).

#### 1. Key Issues

- 1.1. The following report provides Members with a 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 3 (April-December) 2013/14. A report covering the whole Council was considered by Cabinet on 28 January 2014. This report considers the overall financial, performance and risk position of the Authority, but focuses primarily on the performance of those services within the remit of this committee.

#### 2. Performance – Quarter 3 High Level Summary

- 2.1. As at the end of December, we are able to report progress against 35 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 16 we are currently unable to report against for Quarter 3. Performance of the 35 measures is as detailed in the graph below with 25 (71%) being forecast to be on target and 9% within agreed tolerances.



## 2.2. Quarter 3 2013/14 Performance Overview

The table below presents Quarter 3 performance information by each Ambition in the Corporate Business Plan.

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	2	2	7	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	1	0	4	5	0	0	5
7: Organisation	1	0	4	5	3	3	11
<b>Total</b>	<b>7</b>	<b>3</b>	<b>25</b>	<b>35</b>	<b>16</b>	<b>3</b>	<b>54</b>

2.3. There was one measure forecast to miss the target within the remit of the Overview & Scrutiny committee. This relates to the % net variation to budget, where the overall underspend is greater than target set (1% of budget).

## 3. Financial Monitoring – High Level Summary

3.1. Table 1 provides a summary of the financial performance of each Business Unit compared to the previously approved plans. At the end of Quarter 3 the projected revenue outturn position for the authority is an underspend of £5.120 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £2.947 million. There is sufficient funding in DSG reserves to meet this overspend if it materialises at the end of the financial year. Detailed appendices are attached relating to services within the remit of this committee.

3.2. The projected outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £8.067 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 (Resources Group is in bold)

<b>Table 1: Summary of the Forecast 2013/14 Outturn Financial Performance as at Quarter 3</b>					
1	Col. 2	Col. 3	Col. 4	Col. 5	
App.	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>				
A	Safeguarding*	1,156	0	0	0
B	Social Care and Support	1,463	1,997	0	0
C	Business Manager* (Decommissioned)	-	-	-	-
D	Strategic Commissioning*	(2,935)	59	(2,341)	0
E	Early Help and Targeted Support*	766	436	(159)	0
F	Learning and Achievement*	4,226	1,140	117	24,525
	<b>Resources Group</b>				
<b>G</b>	<b>Customer Service</b>	<b>(590)</b>	<b>0</b>	<b>421</b>	<b>4</b>
<b>H</b>	<b>Finance</b>	<b>(236)</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>I</b>	<b>Human Resources &amp; OD</b>	<b>(55)</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>J</b>	<b>Information Assets</b>	<b>(17)</b>	<b>0</b>	<b>(242)</b>	<b>6,281</b>
<b>K</b>	<b>Law and Governance</b>	<b>(198)</b>	<b>0</b>	<b>-</b>	<b>-</b>
<b>L</b>	<b>Physical Assets</b>	<b>(191)</b>	<b>0</b>	<b>(1,108)</b>	<b>238</b>
<b>M</b>	<b>Service Improvement &amp; Change Management</b>	<b>(47)</b>	<b>0</b>	<b>-</b>	<b>-</b>
	<b>Communities Group</b>				
N	Sustainable Communities	(905)	(184)	(871)	86
O	Localities and Community Safety	(864)	0	0	0
P	Transport and Highways	(1,633)	0	(3,841)	(141)
Q	Public Health	(50)	0	-	-
R	<b>Fire and Rescue</b>	(1,377)	0	(1,906)	(216)
S	<b>Other Services*</b>	(3,633)	-	-	-
	<b>Total</b>	<b>(5,120)</b>	<b>3,448</b>	<b>(9,930)</b>	<b>30,777</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).

3.3. The 2013/14 budget included a savings target of £58.215 million as the last year of the current Medium Term Financial Plan (MTFP). Currently savings of £41.387 million have already been delivered and a further £13.380 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £3.448 million under achievement in the delivery of the savings plan by the end of 2013/14.

The only significant variation for the Resources Group relates to **Customer Service**, where the Warwickshire Local Welfare Scheme is predicting to underspend. This is the first year we have run this scheme and given the uncertainty about future levels of funding a prudent approach to minimise future unfunded commitments through the implementation of the scheme has been taken. There are also underspends within the Registration Service due to increased income and delays in customer service projects.

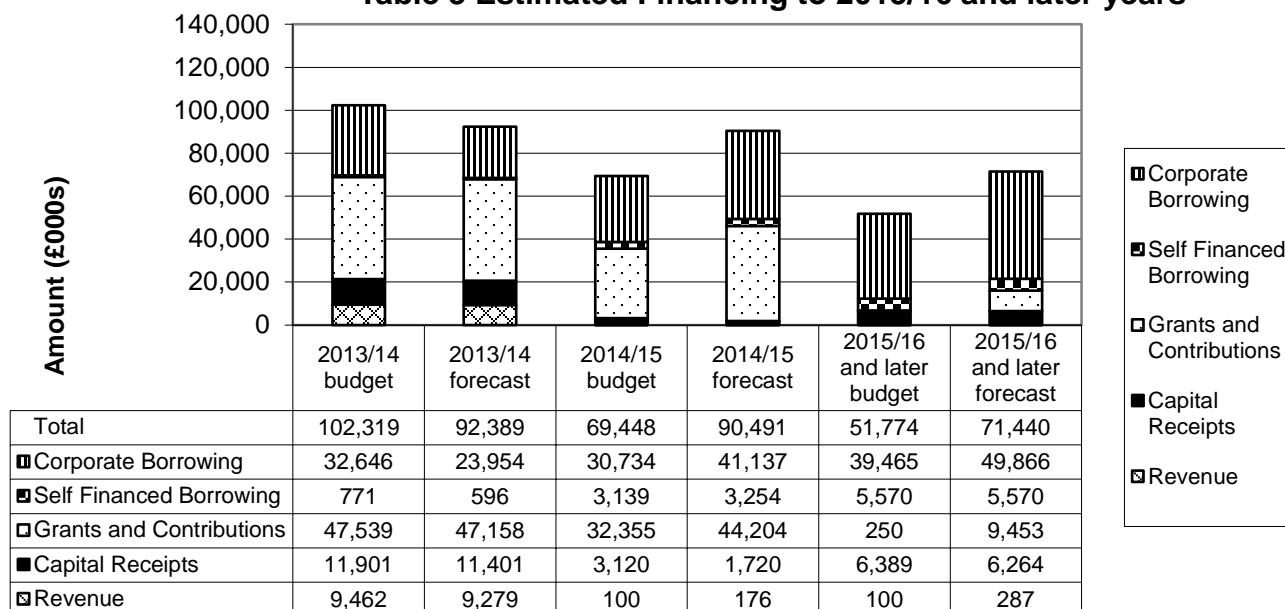
## 4. Capital Budget Update

4.1. 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 £99.700 million and a further £110.358 million over the medium term. In December 2013 Council approved a number of new schemes, which has added significantly to the value to the medium term capital programme.

From the Resources Group perspective, the main reasons for the increase shown in Table 1 relates to a £6.4 million increase in the Information Assets capital programme relating to the Rural Broadband Project.

4.2. The overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP. Details of capital projects relating to the Resources Group are detailed in the appendices.

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



## 5. Corporate Risk – High Level Summary

5.1. 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.

- 5.2. 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.
- 5.3. 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)
5.4. Consequences of the Atherstone Fire tragedy on the organisation	16(R)	8(A)
Failure 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)

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)

- 5.5. 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.

## 6. Impact on Reserves

At the start of 2013/14 our revised reserves were £114.364 million. These are forecast to decrease by £13.310 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)	3.425	19.503
Medium Term Contingency	13.315	-		13.315
Insurance Fund	8.015	-		8.015
Service Realignment Fund (1)	8.840	(0.207)		8.633
Earmarked – Schools	19.673	-	(2.947)	16.726
Earmarked – Non-Schools	16.038	(4.076)	3.033	14.995
Service Savings	29.350	(11.393)	1.609	19.566
Community Infrastructure Levy	0.301	-		0.301
<b>Total</b>	<b>114.364</b>	<b>(18.430)</b>	<b>5.120</b>	<b>101.054</b>

### Notes:

(1) The Service Realignment Fund is for meeting the upfront costs of redundancy in response to future resource projections.  
The table may not sum due to slight rounding differences.

- 6.1. 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.
- 6.2. General reserves are projected to be £19.503 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 setting the 2014/15 budget.

## 7. Impact on the Medium Term Financial Plan

- 7.1. It was always expected that as we moved to the end of the current Medium Term Financial Plan the pressure on resources would increase.
- 7.2. Services are forecasting an overall revenue underspend which is £1.062 million higher than forecast at the same time last year. The overall underspend position is an indication that Business Units are already making savings pending the approval of the One Organisational Plan savings targets for 2014/15. 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.

7.3. In summary, the overall position will need to be kept under review very closely as the focus on delivering the 2014-18 Plan in a timely manner will have to be the financial priority for the organisation. The organisation has now reached the point, in some services, where there is no longer the availability of short term, one-off resources to cover long term structural pressures.

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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	3,147		3,147	2,902	(245)	The Warwickshire Local Welfare Scheme is underspent by £405,000. 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	393		393	288	(105)	The underspend relates to income generation from the Print Unit and Communications.
One Front Door (Formerly One Stop Shops)	294		294	256	(38)	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	158		158	(60)	(218)	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	549	4	
Business Development	305		305	323	18	
Library & Information Services	5,077	1	5,078	5,071	(7)	
Customer Relations	258		258	259	1	
<b>Net Service Spending</b>	<b>10,177</b>	<b>1</b>	<b>10,178</b>	<b>9,588</b>	<b>(590)</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)	590	590		
<b>Total</b>	<b>491</b>	<b>(491)</b>	<b>590</b>	<b>590</b>	<b>0</b>	

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

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



G Customer Service

2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	453	0	501	48	0	453	0	501	0	0	
10624000	Libraries Radio Frequency Identification	770	85	0	0	855	770	91	0	0	861	6	6	Small increase financed by a revenue contribution to capital.
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	2	20	57	300	221	77	0	0	298	75	(2)	
10645000	One-Stop Shops Expansion Programme 2009/10	0	60	120	90	270	0	0	180	90	270	(60)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	80	1,000	1,920	3,000	0	480	600	1,920	3,000	400	0	
11077000	Capital Fund for Community Libraries	90	0	0	0	90	90	0	0	0	90	0	0	
		<b>1,313</b>	<b>232</b>	<b>1,592</b>	<b>2,067</b>	<b>5,205</b>	<b>1,313</b>	<b>653</b>	<b>1,232</b>	<b>2,010</b>	<b>5,208</b>	<b>421</b>	<b>4</b>	

Performance Information: Quarter 3 April - December 2013

Customer Service: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M01000	% Satisfaction level with the quality of services received	62	62.89				• Head of Service 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	✓	98.3	
M01012	Number of visits to libraries	1721544	1730152	1730152	✓	1274306	
M01030	% of complaints responded to within agreed timescales - general		80	100	✓	100	
M01096	% of complaints responded to within agreed time scales - Adults	35	60	20	▲	19	• 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 management teams
M01097	% of complaints responded to within agreed time scales - Children	58	80	40	▲	40	• 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 management teams
M01100	No of processes transferred to digital against each identified major customer contact area.		6	6	✓	4	

**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	40	1	41	226	185	The underspends in Corporate Finance & Advice, Communities Finance and People Group Finance is largely the result of vacancies, which are either waiting to be filled or are being held vacant in preparation for delivering the spending reductions currently being considered by Members for 2014-15. An element of the savings target is held against the Head of Service line. In addition, the service has generated additional income from its traded activities with schools and with district councils, as well as additional procurement income (from contract rebates) and will be reinvesting this in service improvements (particularly on the new financial system and redesigning the overall finance service offer) between now and the end of this year to ensure medium term viability. Overall, the service is forecasting a small underspend.
Corporate Finance and Advice	715	0	715	648	(67)	
Treasury, Exchequer, Finance Systems, Pensions	484	0	484	476	(8)	
Communities Group and Fire & Rescue Local Finance, Procurement	994	0	994	866	(128)	
People Group Local Finance, Financial Benefits & Advice	2,014	(12)	2,002	1,865	(137)	
Resources Local Finance, Schools Strategy & Support, Payroll	427	41	468	387	(81)	
<b>Net Service Spending</b>	<b>4,674</b>	<b>30</b>	<b>4,704</b>	<b>4,468</b>	<b>(236)</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)	236	236		The use of the reserve will be requested in 2014/15 to fund one-off investment in further exploiting financial systems to assist the wider Council in delivering the 2014-18 One Organisation Plan
<b>Total</b>	<b>1,487</b>	<b>(1,487)</b>	<b>236</b>	<b>236</b>	<b>0</b>	

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

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	1,125	1,125	1,125	1,125	1,125	1,125	
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 managers							
	<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 3 April - December 2013

Finance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M02000	Budget variance: percentage end year variance from budget		0	2		2	• Q3 forecasts are 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 there have been two Leader's announcements and a report to Cabinet in December.
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		75	• 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)	1,519	0	1,519	1,443	(76)	£68k relates to the Health and Safety Budget slippage in staff recruitment and agency charges in year. £8k relates to slippage in vacancies within Advisory Service.
Equalities and Diversity	219	0	219	263	44	
Human Resources Service Centre	1,331	3	1,334	1,471	137	£130k authorised overspend to supplement the ongoing HR CRM Transformation project which is being funded by underspends elsewhere in the service.
Learning & Organisational Development	1,255	1	1,256	1,061	(195)	Levy Underspend £52k which in part relates to 2013/14 carry forward of £46k for e-learning/LMS system which has been absorbed by the current levy budget. L&OD Social Care Underspend £140k - £40k salary costs; £100k Delay in delivery of planned development programmes, and structural changes within the team.
Business Partners	655	0	655	654	(1)	
Human Resources Head of Service	1,415	(968)	447	483	36	
<b>Net Service Spending</b>	<b>6,394</b>	<b>(964)</b>	<b>5,430</b>	<b>5,375</b>	<b>(55)</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)	55	55		
Apprenticeship Programme	0	967	0	967		
<b>Total</b>	<b>1,129</b>	<b>(162)</b>	<b>55</b>	<b>1,022</b>	<b>0</b>	

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

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

**Performance Information: Quarter 3 April - December 2013**

I Human Resources

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	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	100	★		
M03067	% Delivery of management workforce reports		100	100	★		• By the end of the financial year, quarterly workforce reports will be delivered to all of the Groups

**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	98		98	97	(1)	
ICT General Unit Charge	(507)		(507)	(507)	0	This forecast is still at risk as the transfer of Unit Charge Budgets has not yet occurred and will be completed in Q4
Strategy and Programme & Innovation	974	(3)	971	966	(5)	
Corporate ICT Development	1,661		1,661	1,661	0	
R&D Infrastructure Projects	31		31	31	0	
Customer and Supplier Services	592	2	594	545	(49)	Forecast underspend in replacement PCs this year
Production Services	1,041		1,041	1,091	50	This position includes a £189,000 expenditure on redundancy costs to meet the Organisational Plan Proposal IA-B. All Information Assets underspends are being targeted to this area with the possible exception of the Schools ICT
Systems Design & Architecture	1,389	252	1,641	1,645	4	
Schools and Network Team	781	7	788	770	(18)	Underspend being accumulated as part of WES Services Commercialisation activity. The proposal is to be able to use any underspend as a Service development fund.
Information Management	286		286	286	0	
<b>Net Service Spending</b>	<b>6,934</b>	<b>258</b>	<b>7,192</b>	<b>7,175</b>	<b>(17)</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	These reserves have been earmarked to support the introduction of the new Wide Area Network in Warwickshire, as outlined in the paper to Cabinet in September 2013. We may need to draw down some project costs at the end of Quarter 4. The use of these reserves will allow savings as part of the One Organisational Plan to be fully realised.
ICT - Unit Charge Equalisation Account	625	0	0	625	0	
Service Savings	561	(561)	17	17	0	
<b>Total</b>	<b>1,357</b>	<b>(561)</b>	<b>17</b>	<b>813</b>	<b>0</b>	

2013/14 to 2014/15 Savings Plan

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

2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	71	129	0	0	200	71	129	0	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	511	69	0	0	580	511	69	0	0	580	0	0	
11121000	Development of Rural Broadband	133	470	1,620	1,341	3,564	133	228	4,271	5,213	9,845	(242)	6,281	There is a report going to Cabinet in January and Council in February regarding the additional external financing available for this project. At present only the contribution of WCC is reflected in the figures provided.
		<b>715</b>	<b>668</b>	<b>1,620</b>	<b>1,341</b>	<b>4,344</b>	<b>715</b>	<b>426</b>	<b>4,271</b>	<b>5,213</b>	<b>10,625</b>	<b>(242)</b>	<b>6,281</b>	

J Information Assets

Performance Information: Quarter 3 April - December 2013

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M03001	% staff who are flexible workers						• Agreement needed on which Business Unit owns this indicator.
M04004	% of support calls resolved at the point of contact	38.08	40	40	★	47.67	
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	5.54	★	5.54	
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94	96	93.99	●	93.99	
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 Requirements 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		536	453	(83)	£50k of this underspend reflects unfilled vacancies in Democratic Services where recruitment is currently underway for a Democratic Services Officer and a Trainee DSO and it will therefore be required in 2014/15. The remainder relates to 2012/13 Police & Crime Panel grant income received where dedicated cover arrangements are to be implemented.
School Governor Services	54	1	55	53	(2)	
Insurance, Internal Audit and Risk Management	513	1	514	496	(18)	This underspend has resulted from unfilled staffing vacancies. Recruitment to these vacancies will take place during this latter part of this financial year.
Law and Governance Administration	1		1		(1)	
Legal Services	(451)		(451)	(525)	(74)	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. Quarter 3 saw increased expenditure from external customers
Legal Core	438		438	418	(20)	The underspend is mainly due to the repayment of Legal fees for the disposal of the Former Magistrates Court.
<b>Net Service Spending</b>	<b>1,091</b>	<b>2</b>	<b>1,093</b>	<b>895</b>	<b>(198)</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	223	(223)	198	198	0	Additional legal resource may be required to support the Fire & Rescue project with West Mercia, albeit the extent of that support is yet to be determined. There is also the potential for additional support to be required on core legal work / extra support to the Monitoring Officer during a period of transition in the leadership of L&G.
<b>Total</b>	<b>223</b>	<b>(223)</b>	<b>198</b>	<b>198</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 3 April - December 2013

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	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				• Q3 budget forecast indicates a surplus, overall income is below budget. (Need complete period costs to be posted to get total contribution)
M05074	% Maintained schools purchasing School Governor Development Services	81	85	95	★	92	• The 92% includes the 'Buy as you Need' services for two terms and we expect further buy back in final Spring term and pleased we have surpassed our original 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	2,400	3	2,403	2,184	(219)	One off additional income for traded maintenance work. Also there is an underspend on the Carbon Reduction Commitment scheme (£169k shown in reserves below).
Facilities Management	10,153	(117)	10,036	9,631	(405)	Additional surplus in Catering of £104k which goes into earmarked reserve for "Catering equalisation account". Fire Risk Assessments will only be part delivered this year, but the remainder in 2014/15
Estates & Smallholdings	169	0	169	180	11	Additional costs within Surplus Properties
Asset Strategy	294	0	294	223	(71)	One off reduction in salaries due to delay in restructure of the team in line with future One Organisational Plan.
Programme Management & Special Projects	(310)	533	223	223	0	Insurance receipt in respect of Bath Place has been received centrally of £717k (not shown in Physical Assets), report going to Cabinet in March to request this for future funding to support the One organisational plan.
Early Repayment of Self Financed Borrowing	0	0	0	493	493	It is proposed to use an element of underspend for early borrowing repayment. The benefit being the eventual revenue saving when all debt has been cleared.
<b>Net Service Spending</b>	<b>13,437</b>	<b>419</b>	<b>13,856</b>	<b>13,665</b>	<b>(191)</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	(82)	322	0	The Governments Salix scheme must be eventually repaid from savings made from energy management initiatives.
Catering Equalisation Account	302	0	104	406	0	The equalisation account enables accrued underspends to balance out years where the outturn is affected by reduced trading days, for example where Easter falls twice in the same financial year.
Traded Services Equipment	35	0	0	35	0	
Carbon Reduction Commitment - CRC (Final outturn balance will be returned to Corporate General Reserve)	0	0	169	169	0	This underspend is held in reserve whilst the council remains subject to any fines resulting from reporting its carbon emissions under the CRC Scheme.
<b>Total</b>	<b>741</b>	<b>0</b>	<b>191</b>	<b>932</b>	<b>0</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	5	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,602	1,120	1,602	2,536	941	2,536	
	<b>Total</b>	<b>3,637</b>	<b>3,155</b>	<b>3,637</b>	<b>4,571</b>	<b>2,976</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>482</b>	<b>0</b>		<b>1,595</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
<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	250	0	0	323	23	23	Increase in consultancy costs
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	55	0	0	73	18	55	0	0	73	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	150	600	0	750	(600)	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	484	0	0	880	396	38	209	0	643	(446)	(237)	The reduction of £236,754 from this block header has been used to fund the increases on projects 11190000 and 11230000.
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	0	0	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 Saltisford Office Park - Alterations to Increase Capacity	556	0	0	0	556	556	0	0	0	556	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	93	15	0	0	108	93	5	0	0	98	(10)	(10)	

L Physical Assets

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	1,260	1,711	117	0	3,087	1,260	1,711	530	0	3,500	0	413	Increase in cost due to changes in the scope and design of the project, plus associated decant costs. Increase has been funded from contributions from other projects - mainly 11041000 (£194k) and 11037000 (£155k).
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	405	0	0	604	199	448	0	0	647	43	43	Cost increase relates to improved security measures associated with Health & Safety needs of staff and visitors to the property. This increase is funded from the block header 11041000.
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	674	0	0	674	0	674	0	0	674	0	0	
<b>Structural Maintenance</b>						0	0							
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	2	0	0	458	456	(6)	0	0	450	(8)	(8)	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	(67)	0	0	1,988	2,055	(66)	0	0	1,989	2	2	
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	11	0	0	1,151	1,140	9	0	0	1,149	(3)	(3)	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	18	0	0	3,201	3,183	(1)	0	0	3,182	(18)	(18)	
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	(39)	0	0	53	92	(39)	0	0	53	0	0	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	39	0	0	1,883	1,844	15	0	0	1,859	(24)	(24)	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	82	0	0	1,288	1,206	77	0	0	1,283	(5)	(5)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	278	0	0	5,947	5,669	229	0	0	5,898	(48)	(48)	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	311	0	0	311	0	311	0	0	311	0	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,616	0	0	2,616	0	2,464	0	0	2,464	(152)	(152)	Net effect of amount transferred to PRP Shire Hall project 1119000
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,271	0	0	1,271	0	1,292	0	0	1,292	21	21	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,561	0	0	5,561	0	5,818	0	0	5,818	257	257	Funded from a transfer from Schools (£85k), an increase in financing (£113k) and developer contributions (£59k)
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	(7)	0	0	334	341	(7)	0	0	334	0	0	

## L Physical Assets

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	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	317	0	317	0	0	317	0	317	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	1,318	0	1,318	0	0	1,318	0	1,318	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	2,574	0	2,574	0	0	2,574	0	2,574	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	5,680	0	5,680	0	0	5,680	0	5,680	0	0	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	124	1	0	0	125	124	1	0	0	125	0	0	
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	9	0	0	223	8	8	
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	39	0	0	385	(1)	(1)	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	154	0	0	0	154	154	0	0	0	154	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	0	323	323	0	0	0	323	323	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,344	1,344	0	0	0	1,344	1,344	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,626	2,626	0	0	0	2,626	2,626	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	5,794	5,794	0	0	0	5,794	5,794	0	0	
<b>Facilities</b>						0	0							
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	92	151	0	289	(48)	31	Increase to be financed via a revenue contribution to cover the costs associated with a delay in project commencement.
<b>Energy</b>						0	0							
10400000	Climate Change 2009/10	180	75	153	0	408	180	91	83	0	354	16	(54)	
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	129	915	1,200	2,244	29	(6)	
11136000	Various Properties - Renewable Energy	2	400	1,850	3,648	5,900	2	250	2,000	3,648	5,900	(150)	0	
11159000	Wark Saltisford Office Park - Pv Micro Genertrn Syst	108	0	0	0	108	108	6	0	0	114	6	6	
<b>Smallholdings</b>			0			0	0	0						
10305000	Rural Estates Dairy Units	22	0	0	0	22	22	0	0	0	22	0	0	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	311	0	0	0	311	311	0	0	0	311	0	0	
10466000	Smallholdings Maintenance 2011/12	(18)	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	72	0	0	336	264	20	0	0	284	(51)	(51)	Move of project costs from Block header 11137000 to 11139000.
11138000	Smallholdings - Decent Homes Standard 2012	429	98	0	0	527	429	98	0	0	527	0	0	
11139000	Rural Services Capital Maintenance 2012/13	701	241	0	0	942	701	292	0	0	993	51	51	Move of project costs from Block header 11137000 to 11139000.

L Physical Assets

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	7	239	0	250	4	7	239	0	250	0	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	41	484	0	0	525	41	484	0	0	525	0	0	
11140000	Rural Services Capital Maintenance 2013/14	0	242	0	0	242	0	242	0	0	242	0	0	
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>21,122</b>	<b>14,252</b>	<b>15,756</b>	<b>82,794</b>	<b>31,665</b>	<b>20,014</b>	<b>15,598</b>	<b>15,756</b>	<b>83,032</b>	<b>(1,108)</b>	<b>238</b>	

Performance Information: Quarter 3 April - December 2013

Physical Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	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	13 % increase. In 10/11 and 11/12 WCC was able to report on a total of only 93% of its total carbon dioxide emissions from electricity, gas and heating oil consumption. WCC could exclude some 'residual carbon dioxide emissions'. In 12/13 the CRC rules changed and WCC had to report on 100% of its total carbon dioxide emissions from electricity and gas consumption. This resulted in having to report on an extra 8% of property by floor area. The winter of 12/13 was the second worst winter in 20 years. The Degree Days (a measure of the amount of heating required in a building) was 2,031 in 11/2 and increased 23% to 2,640 in 12/13. This indicates that an increase of approximately 23% in energy consumption for heating requirements can be expected. Actual gas consumption increased by 24%. Actual electricity consumption rose by 1% - some electricity will have been used for heating purposes. Since 2009 / 10 schools carbon dioxide emissions have risen by an average of 7%. Since 2009 / 10 corporate carbon dioxide emissions have dropped by an average of 10%. Schools are responsible for 79% of total carbon dioxide emissions. Corporate buildings are responsible for 21% of total carbon dioxide emissions. Total reported CRC emissions as presently recorded in the CRC Registry are: 2010-11 CRC Emissions: 55,541 tCO2 (including street lighting); 41,472 tonnes in 10/11 (when street lighting carbon dioxide emissions are excluded). 2011-12 CRC Emissions: 37,978 tCO2; 2012-13 CRC Emissions: 43,030 tCO2. The 43,030 tonnes CO2 for 12/13 is a 13% increase on the 37,978 tonnes CO2 reported in July 2012; 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 which is produced at the end of December each year.
M06022	Capital receipts target (£m)	1.34	14.75	13.9		7.51	• Slippage on Guys Cliffe and land at Bidford- rear of Fire Stn.
M06102	Achieve property rationalisation savings target (£m)		1.6	1602		1121.4	• 70% of 1.602 secured
M06103	% achievement against budget on PRP		100			70	• Carry forward saving target at risk, 1.602 on target
M06104	% achievement against time targets on PRP		100	100		75	

**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	1	798	695	(103)	One-off partial year effect of vacant posts
Observatory	368	(10)	358	442	84	Budgeted external income levels not currently being achieved.
Service Improvement and Change Management Admin	175	1	176	187	11	
Development and Support	711	229	940	875	(65)	One-off partial year effect of two vacant posts offset by redundancy costs.
Corporate Programme Management Office	247	0	247	299	52	One-off redundancy costs partially offset by part-year vacant posts.
Commercial Enterprise	103	127	230	204	(26)	
<b>Net Service Spending</b>	<b>2,401</b>	<b>348</b>	<b>2,749</b>	<b>2,702</b>	<b>(47)</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)	47	47	0	
<b>Total</b>	<b>368</b>	<b>(368)</b>	<b>47</b>	<b>47</b>	<b>0</b>	

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

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



M Service Improvement

Performance Information: Quarter 3 April - December 2013

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M07041	% Increase in satisfaction with service provision						• This data will not be collected
M07042	Number of Service Reviews delivering full business case to schedule		4	15	★	5	<ul style="list-style-type: none"> <li>• 4 Business Cases delivered in Q3.</li> <li>10 Business Cases are on track to be delivered by end March 2014.</li> <li>NB1: Three tranche 4 reviews brought forward due to earlier closure of Programme at 31/3/14.</li> <li>NB2: this indicator is measuring 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	76	▲	47	• There has been slippage in the programme but successful outcomes are being maintained
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>• 4 of 4 Business Cases in Q3 have identified 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. One Organisational Plan savings are being integrated into current reviews.</li> </ul>
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100	100	★	100	