

Corporate Services Overview and Scrutiny Committee

4 September 2014

Agenda

The Corporate Services Overview and Scrutiny Committee will meet in **Northgate House Conference Room, Warwick** on, **Thursday 4 September 2014** at **9.30am**

The agenda will be:

1. General

(1) Apologies

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interests

Members are required to register their disclosable pecuniary interests within 28 days of their election or appointment to the Council. A member attending a meeting where a matter arises in which s/he has a disclosable pecuniary interest must (unless s/he has a dispensation):

- Declare the interest if s/he has not already registered it
- Not participate in any discussion or vote
- Must leave the meeting room until the matter has been dealt with (Standing Order 42).
- Give written notice of any unregistered interest to the Monitoring Officer within 28 days of the meeting

Non-pecuniary interests must still be declared in accordance with the new Code of Conduct. These should be declared at the commencement of the meeting.

(3) Minutes of the meeting of the Corporate Services Overview and Scrutiny Committee held on 7 May 2014

2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Sally Baxter 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council representatives are aware of the matter on which you wish to speak.

3. Questions to the Portfolio Holders

Up to 30 minutes of the meeting is available for the Committee to put questions to the Leader and Portfolio Holders on any matters relevant to the remit of the Overview and Scrutiny Committee.

4. Year End 2013/14 Organisational Health Report

To consider the areas of the Organisational Health report relevant to the remit of the Committee.

5. County Farms and Smallholdings Strategy 2010 – 2025 Review.

To consider the report regarding the County Farms and Smallholdings Strategy 2014-2025 and retention of the Smallholdings Estate.

6. Social Care Complaints Handling: Improvement Plan

To consider the report regarding improvements undertaken over the last financial year and approve plans to increase improvements for the next financial year.

7. Work Programme 2014/15

To consider the Committee's proposed Work Programme and future area of scrutiny activity.

8. Urgent Matters

At the discretion of the Chair, items may be raised which are considered urgent (please notify Democratic Services in advance of the meeting).

9. Dates of Next Meeting

The next meeting of the Corporate Service Overview and Scrutiny Committee has been scheduled for 25 November 2014, commencing at 10:00am in CR2.

Jim Graham
Chief Executive
Shire Hall
Warwick

Corporate Services Overview and Scrutiny Committee Membership

Councillors: John Appleton (Vice-Chair), Nicola Davies, Neil Dirveiks, Peter Fowler, Phillip Morris-Jones, Keith Kondakor, Keith Lloyd, Chris Saint, June Tandy (Chair) and Alan Webb.

Portfolio Holders:-

Councillor Izzi Seccombe – Leader of the Council

Councillor Alan Cockburn – Deputy Leader

Councillor Kam Kaur– Customers

For queries regarding this agenda, please contact:

Sally Baxter, Democratic Services Officer

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**Minutes of the meeting of the
Corporate Services Overview and Scrutiny Committee
held on 7 May 2014**

Present

Members: Councillor Nicola Davies
Councillor Neil Dirveiks
Councillor Martin Heatley (Vice-Chair)
Councillor Phillip Morris-Jones
Councillor Bernard Kirton
Councillor Keith Kondakor
Councillor Chris Saint
Councillor June Tandy (Chair)
Councillor Alan Webb
Councillor Chris Williams

Other Councillors: Councillor Izzi Seccombe – Leader of Warwickshire
County Council
Councillor Alan Cockburn, Deputy Leader of
Warwickshire County Council
Councillor Colin Hayfield, Cabinet Portfolio Holder for
Customers, Warwickshire County Council

Officers: Sally Baxter, Democratic Services Officer
David Carter, Strategic Director, Resources Group
Tonino Ciuffini, Head of Information Assets
Craig Cusack, Commercial Enterprise Lead
John Parmiter, Network and Communications Manager

1. General

(1) Apologies

Councillor Jeff Clarke.

(2) Members' Disclosures of Pecuniary and Non-Pecuniary Interest

None.

(3) Minutes of the meeting of the Corporate Services Overview and Scrutiny Committee held on 26 February 2014

The Committee agreed that the minutes of the meeting held on 26 February 2014 be signed by the Chair as a true and accurate record.

Councillor Philip Morris-Jones stated that he did not receive the further information requested with regard to the scheduled

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decision, (exempt) Disposal of WCC HEP's. Councillor Izzi Seccombe confirmed that a decision had not been taken by the Cabinet and that all Councillors would receive information to clarify the position of the Council. David Carter, Strategic Director of Resources Group assured the committee that any response put forward by Members would be considered.

A briefing note to explain and provide a breakdown of the additional expenditure on Council office buildings had not been supplied as requested therefore it would be made available to the committee as a matter of urgency.

It was suggested that consideration should be given to other leases in addition to small-holdings. This would assist the Council in monitoring and measuring the performance of assets. A report regarding small-holdings would be considered at the next meeting of the committee and site visits would be undertaken on 12 June 2014.

The Chair suggested that advice should be taken from officers in relation to the conclusion of peppercorn rents and its potential effect on community services and whether mechanisms were in place to mitigate against any negative impact. (It might be appropriate that a Task and Finish Group to consider the impact).

Adult's and Children's Services performance figures for Quarter 3 were in the process of being finalised. Heads of Service were in the process of considering mechanisms to meet targets. Finalised figures would be provided to the committee.

2. Public Question Time

There were no public questions received or presented at the meeting.

3. Questions to Cabinet and Portfolio Holders

Members considered the Forward Plan of decisions by Cabinet and the Portfolio Holders.

In response to concerns raised in relation to Assisted Area Status and the retention of business rates, Councillor Alan Cockburn explained that information had been presented to extend the Area Assisted Status to include Abbey in Nuneaton. Councillor Izzi Seccombe explained that areas of growth had been identified and therefore included resulting in the extension.

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The Chair commented that the Area Assisted Status was originally concerned with economic regeneration but its emphasis had shifted to economic growth. In determining areas requiring assistance the Local Enterprise Partnership had considered in-depth information.

The consultation document was technical and members would receive a copy upon request.

A question was asked regarding third sector consultation on the One Organisational Plan to which Councillor Izzi Seccombe highlighted the extensive number of operational documents and the Plan's relevance across all directorates. The One Organisational Plan would be monitored by Warwickshire County Council's Overview and Scrutiny Committees.

It was confirmed that the application for approximately £2 million pounds made to Defra for the Rural Development Plan, if successful, would be the total amount for a period of 5 years (2015 – 2020).

4. BDUK Project

Tonino Ciuffini, Head of Information Assets informed the committee that the BDUK Project was on schedule to meet the aim of providing superfast broadband to the original target of 91% of properties in the sub-region, with a basic broadband speed of 2Mbps to 100% of properties. All expected dates had been met by the team.

John Parmiter, Network and Communications Manager, provided an overview of the project which included the level of investment made by Warwickshire County Council, BDUK and District and Borough Council's to upgrade 47,000 premises.

Some districts, identified as being most rural, required the most upgrade work. On 7th April 2014, Snitterfield was the first identified area to receive superfast cable in its cabinet which supplied broadband to the area. In terms of speed received, the closer a property was to the cabinet, the faster the broadband connection.

Phase 2 has already begun with BT completing a survey of Warwickshire which had identified the following priority areas: North Warwickshire, Warwick, Stratford on Avon and Nuneaton and Bedworth. It was acknowledged that Phase 2 was 2 months ahead of schedule with completion of the phase anticipated to be 2016.

A website was available for members of the public to monitor progress of the project and receive information about when the project was scheduled to come into effect in their area. The importance of this resource was noted due to the ever changing nature of the work.

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Further funding in the region of £3.68 million had been made available to extend superfast broadband. To access the additional funding, a bid for match funding would be considered at the next meeting of Cabinet scheduled for 5 June 2014 and a bid has already been submitted via the Local Enterprise Partnership.

Following discussion and questioning from the Committee, the following points were noted:

- 1) Additional funding, if successful, would increase coverage from the current aim of 91% to at least 95%. It was explained that the funding was also aimed at ensuring all areas received at least 2Mbps.
- 2) Funding was not allowed to be used for areas where the private sector had or have plans to install commercial broadband.
- 3) Private providers had been contacted to ascertain if they were going to invest in any areas in Warwickshire. The process would need to be repeated if there is additional funding.
- 4) Copper cabling did not used to support the infrastructure County wide thus as running fibre to individual households was not feasible and too expensive. Instead, fibre would be installed into the existing cabinets.
- 5) Stratford on Avon district was receiving a substantial part of the funding for superfast broadband however, a large part of the district would still not benefit. During Phase 1, 50 cabinets had been installed countywide with fibre, 30 of which were located in Stratford. Further information would be provided to Councillor Chris Saint.
- 6) It was clarified that the target figure of coverage was based on premises across an area not population.
- 7) It was confirmed that consumers would be charged to upgrade their service to superfast broadband. This applied to all providers and not just BT.
- 8) In relation to future housing developments and those that were currently being developed, the developer should be required to install cabinets to serve the area. A working group had been established and in future, would feed into the planning process to raise developers' awareness.
- 9) Further information was available via the <http://cswbroadband.org.uk/> website and this would assist local members in disseminating information to residents.
- 10) Local MP's supported the BDUK Project and the involvement of European MP's would be explored.

Resolved:

That the Corporate Services Overview and Scrutiny Committee:

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- 1) Notes the update of the BDUK Project to date.

5. WES Traded Services

Craig Cusack, Commercial Enterprise Lead for Warwickshire County Council, provided the committee with an overview of the Warwickshire Educational Services (WES) including how WES operates, its performance and potential future.

WES provided 28 support services which were broken down into three elements; pupil, building and office. It was important that the services remained fluid and responsive to the needs of schools especially when schools were moving away from the maintained model and were moving towards academy status.

The market was considered to have a number of pressures in terms of changing local structures, increased academisation, delegated funding, customer budget pressures and an ever increasing number of suppliers.

Despite the market pressures, WES was performing well; it had achieved a customer satisfaction score of 7.4 out of 10 by putting value first to lower issues by 66% and improve resolution time by 25%. By building resilience through procuring cross county work and establishing the reshaping of the provision and structures, sustainability would be achieved and secure the potential future for WES.

Following discussion and questioning from the Committee, the following points were noted:

- 1) WES focused on quality of the service provided not price. In comparison with other providers, WES was competitive.
- 2) Despite the freedom of choice and other providers, WES continued to grow with the number of academy clients increasing.
- 3) The service was a 'one stop shop' which was important to build and maintain relationships with schools.
- 4) Private companies would need to have the same insurance policies as a public. However, due to the history of schools and local authorities working together, WES would have a consolidated approach and a better understanding of schools' needs.
- 5) A service was available to advise schools with regard to their energy consumption and promote energy efficiency.
- 6) WES was a different type of provider however, it worked alongside the Eastern Shires Purchasing Organisation (ESPO).
- 7) Customer satisfaction was monitored and compared by tracking complaints. The information was monitored by the Board.

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Resolved:

That the Corporate Services Overview and Scrutiny Committee agree to note the information contained in the presentation.

6. Work Programme 2013/14

The Chairman presented the Committee with the Work Programme for the remainder of 2013/14 and invited members to suggest additional items for consideration at future meetings.

In light of the WES Traded Services presentation and the increasing pressures of school budgets, the committee suggested that Steve Smith, Head of Property, be invited to discuss school buildings and the pressures facing the Council in keeping them in good working order.

Further to the earlier discussion with regard to the Local Enterprise Partnership (LEP), it was noted that a new Chairman would be leading the LEP and he would be invited to a future meeting of the committee to discuss progress.

A question was asked with regard to the Community Infrastructure Levy (CIL) and whether it was legally in force and being implemented by the Council. It was agreed that a briefing note would be circulated to members of the committee and it would be considered at a future meeting of the committee.

The Corporate Services Overview and Scrutiny Committee agreed:

- 1) The proposed Work Programme 2013/14 and;
- 2) The proposed Action Plan and;
- 3) Invite Steve Smith to present information about school buildings at a future meeting of the committee and;
- 4) Receive a briefing note detailing Community Infrastructure Levy (CIL) with consideration to be given at a future meeting of the committee.

7. Urgent Matters

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There were no urgent matters raised for discussion.

8. Date of Next Meeting

The Corporate Services Overview and Scrutiny Committee noted that the date of the next meeting had been scheduled for 7th July 2014 at 10 a.m.

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Chair

Corporate Services Overview and Scrutiny Committee

4 September 2014

Questions to Cabinet and Portfolio Holders

Recommendations

That the Corporate Services Overview and Scrutiny Committee consider the forthcoming Cabinet and Portfolio Holder decisions relevant to its remit, asking any relevant questions and considering areas for further scrutiny, where appropriate.

1.0 Cabinet and Portfolio Holder Decisions

- 2.1 The decisions relevant to the remit of the Committee are listed below. Members are encouraged to seek updates on decisions and identify topics for pre-decision scrutiny. The responsible Portfolio Holders will be in attendance at the meeting to answer any questions from the Committee.
- 2.2 The list was last updated from the Forward Plan on 19 August 2014.
(* Key decision)

Decision	Description	Date due	Cabinet / PfH
Application to Defra for LEADER funding 2015-2020*	The Deputy Leader to agree to a funding application being made to Defra for (approx) £2 million from the Rural Development Programme and to agree to WCC continuing as the Accountable Body in the event of the bid being successful.	22 August 2014	Deputy Leader
Structured Family Weight Management Programmes and Exercise on Referral*	During 2013/14, the Warwickshire County Council Public Health Strategic Commissioning Review Programme has identified that the two contracts; provision of Weight Management Services and Exercise by Referral Services, commissioned by Public Health Warwickshire, are due to expire on 31 st March 2015. The strategic commissioning review programme has provided evidence which demonstrates that the two services have delivered positively on required performance	22 August 2014	Deputy Leader

	<p>outcomes year on year and that there is an opportunity for development and enhancement through the re commissioning of the two</p> <p>Family Structured Weight Management Programmes</p> <p>The aim of this service is to halt the rise in obesity in primary school age children using a whole family evidence based approach. Since January 2010, Rugby Borough Council and Nuneaton and Bedworth Leisure Trust have been commissioned by Public Health Warwickshire to deliver this service which is underpinned by a model of health behaviour change, in the Boroughs of Rugby, North Warwickshire and Nuneaton and Bedworth.</p> <p>Exercise on Referral Programme</p> <p>Warwickshire's Exercise on Referral Programme has been commissioned by Public Health Warwickshire for approximately 12 years. The aim of the service is to increase physical activity levels in individuals with health conditions which meet a number of criteria including: weight management; diabetes; mental health illness; cardio vascular disease; early to mid-stage dementia; muscular/osteo skeletal conditions. Individuals are referred to a 12 week supported programme of physical activity by a health professional. Individuals are encouraged to sustain activity post the 12 weeks. Year on year there is an increase in individuals being referred to, completing the programme and sustaining physical activity post programme.</p>		
Globe House, Alcester	To consider proposals to locate Alcester Library with Alcester Town Council and Alcester Roman Heritage Trust in Globe House, Alcester.	18 September 2014	Cabinet
(Exempt) PRP2 Storage Rationalisation*	Business case for disposal of Montague Road (and Ridgeway) and acquisition and fit out of Hawkes Point, Heathcote from the capital receipt expected for the Montague Road site.	18 September 2014	Cabinet
One Organisational Plan: Quarterly Progress Report	Provide Qtr1 progress on the delivery of the One Organisational Plan	18 September 2014	Cabinet

2014/15			
2015/16 Refresh of the resources supporting the One Organisational Plan	To seek elected members approval for the timetable and framework within which the refresh of the resourcing of 2014 -18 One Organisational Plan will take place.	18 September 2014	Cabinet
Super Priority Areas	Early in 2014 the Children and Young People Overview and Scrutiny Committee commissioned a review into a proposal for a super priority area in Warwick. This is the report of the member working group.	18 September 2014	Cabinet
(Exempt) Old Shire Hall and Courts, Warwick*	Proposal for the future use of the Old Shire Hall and Courts complex, to establish a trading company to support commercial uses.	18 September 2014	Cabinet
(Exempt) Abatement of Compensation	To make a determination in relation to abatement.	18 September 2014	Cabinet
Annual Governance Statement 2013 / 2014	Presents the 2013 / 2014 AGS for endorsement prior to submission to Council	18 th September 2014	Cabinet
(Exempt) Disposal of WCC HEP's	To seek approval to dispose of the Council's remaining Homes for Elderly People.	18 th September 2014	Cabinet
Consultation Plan for Voluntary Sector Support Services (Localities and Partnerships)	This is to request approval from the Portfolio Holder to consult on the proposed retendering of voluntary sector support services as required by the One Organisational Plan consultation process.	26 th September 2014	Portfolio holder - Environment
2014-18 One Organisation Plan - Update on Areas for Review	As part of the 2014/15 budget resolution elected members requested that Corporate Board undertake a number of pieces of additional work. This report provides Cabinet with an update on the work to date.	9 th October 2014	Cabinet
Quarter 2 2014/15 Organisational Health Report	Quarter 2 2014/15 Organisational Health Report - Finance, Performance and Risk (April 2014 - September 2014)	13 th November 2014	Cabinet
Quarter 3 2014/15 Organisational Health Report	Quarter 3 2014/15 Organisational Health Report - Finance, Performance and Risk (April 2014 - December 2014)	27 th January 2015	Cabinet

	Name	Contact details
Report Author	Sally Baxter	sallybaxter@warwickshire.gov.uk
Head of Service	Sarah Duxbury	sarahduxbury@warwickshire.gov.uk
Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Clarke Councillor Cockburn Councillor Kaur Councillor Seccombe	cllrclarke@warwickshire.gov.uk cllrcockburn@warwickshire.gov.uk cllrkaur@warwickshire.gov.uk cllrmsseccombe@warwickshire.gov.uk

**Corporate Services
Overview and Scrutiny Committee**

4 September 2014

**Organisational Health Report –End of Year 2013/14 (April 2013 –
March 2014)**

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 2013/14 End of Year Organisational Health Report – Finance, Performance & Risk (April 2013 –March 2014) was considered and approved by Cabinet on 22nd July 2014.

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

22 July 2014

Year End 2013/14 Organisational Health Report: Finance, Performance & Risk (April 2013 – March 2014)

Recommendations

It is recommended that Cabinet:

- 1) Review and comment on the 2013/14 performance against targets set (Appendix T).
- 2) Review and comment on the 2013/14 revenue and capital outturn position, and the year-end performance against the 2013/14 savings plan (Appendices A to S) and the level of reserves held by the authority (Appendix V).
- 3) Note the transfer of £2.000 million into corporate reserves.
- 4) Approve the use of £1.053 million of General Reserves to cover the unfinanced 2013/14 overspends in Safeguarding (£0.945 million) and Learning & Achievement (£0.108 million).
- 5) Approve the use of £14.959 million service savings to support plans for the delivery of services in 2014/15 as outlined in paragraph 7.6, including £1.020 million to repay borrowing.
- 6) Support the approach to the financing of the 2013/14 capital programme as detailed in paragraph 8.3.
- 7) Note the management of significant risks as outlined in Section 9.

1. Structure of the Report

- 1.1. This report provides Members with a picture of how the organisation has done in 2013/14 in terms of performance, financial management) and managing risks.

- 1.2. It covers five areas that are part of the overall assessment of the health of the organisation:
 - Sections 2 to 4 – corporate and business unit performance
 - Sections 5 to 8 – financial performance covering revenue, delivery of savings, reserves and capital
 - Section 9 – risk

- 1.3. A breakdown by Business Unit and explanation of variations is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

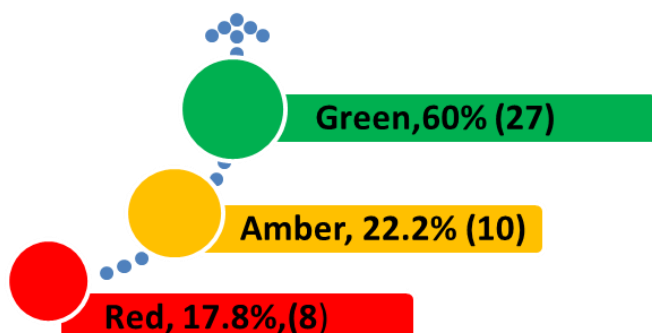
- 1.4. The report demonstrates that the health of the organisation remains strong. Performance is on an upward trend and the key risks to the achievement of our long term strategic ambitions/aims are being actively managed. Financially we made a surplus of £3.5 million in the year and invested £75.6 million in the maintenance and development of assets to support service delivery. Our long term debt outstanding continues to fall, decreasing by £2.5 million, to £383.5 million and our level of cash balances, at £152 million, remain healthy. Over the period of the 2011-14 Medium Term Financial Plan 93% of the planned savings were delivered with the remaining 7% on target for being completed this financial year. Overall these achievements place us in a good position to face the challenges that delivery of the 2014-18 One Organisation Plan will bring.

2. Performance – High Level Summary

- 2.1. This section summarises the full year performance results for the Corporate Business Plan for 2013/14.

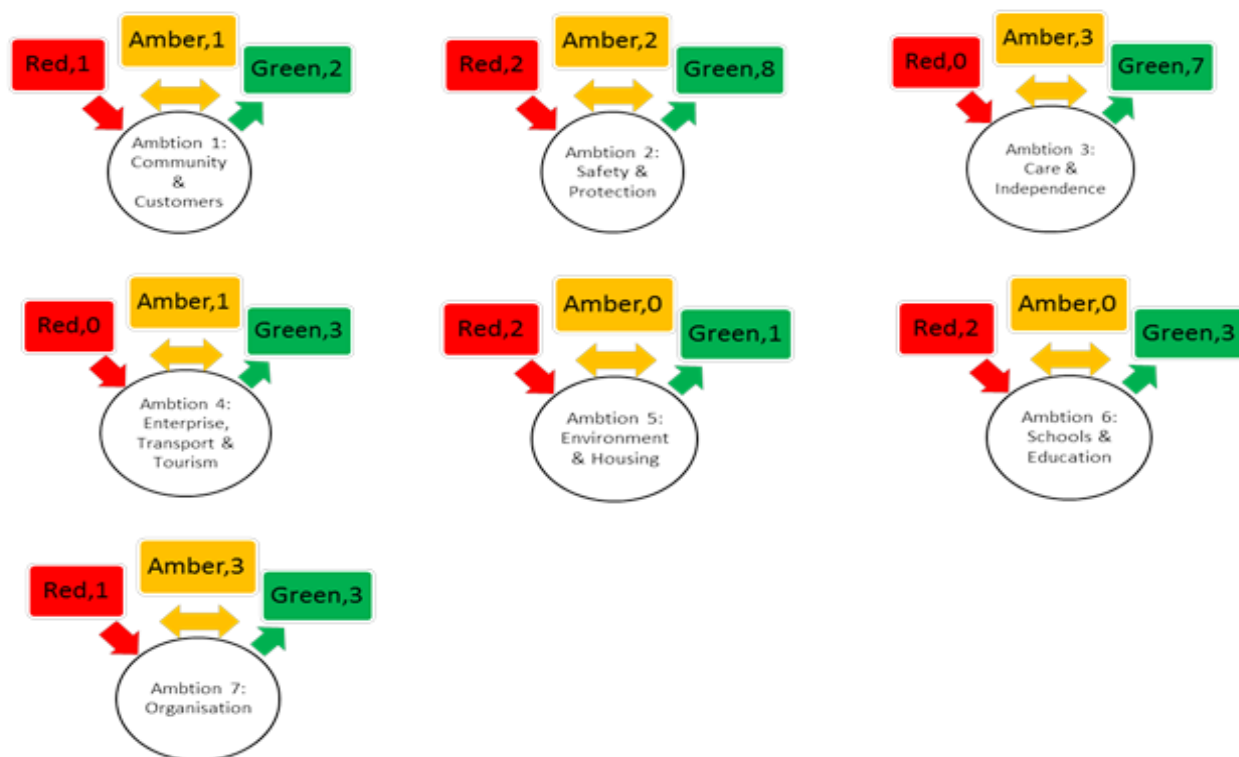
- 2.2. This will be the final time that performance is reported to Cabinet against individual measures. From 2014/15 we will be reporting progress against the delivery of the Outcomes as set out in the One Organisational Plan.

- 2.3. At the end of 2013/14, we are able to report progress against 45 Corporate Business Plan measures. Overall progress demonstrates an upward direction of travel with 60% of all targeted performance measures reporting that at the year-end they have been met or exceeded the targets set.



2.4. Year End 2013/14 Performance Highlights

The diagram below shows the year-end performance results for each Ambition in the Corporate Business Plan. Further details about individual measures are provided within Section 3 of **Appendix T**.



2.5. The 8 red measures that have missed their target by more than the tolerance set are:

- % satisfaction level with the quality of services received
- Number of fire related injuries per 100,000 population
- The economic cost of fire for Warwickshire
- The % CO2 reductions delivered through corporate projects
- The number of extra care housing units available for use by customers eligible for adult social care
- % of 16-18 year olds who are not in education, employment or training
- Prevalence of breast feeding at 6-8 weeks from birth
- Net variation to budget

Detailed commentary against these specific measures is set out within Appendix T.

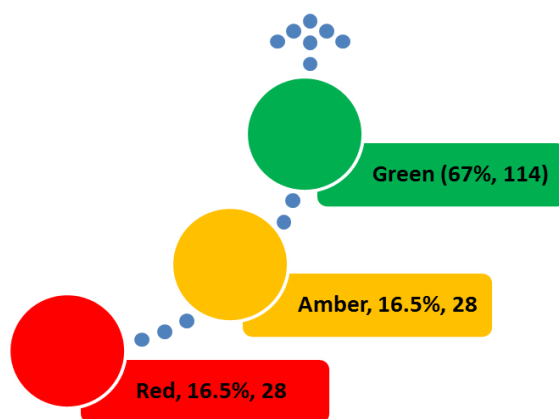
2.6. We are unable to report year-end 2013/14 results for 8 measures in the Corporate Business Plan. For three of the measures we are awaiting the release of data that is collated at a national level, one derives from a sub-regional survey which was not undertaken in 2013/14 and one requires a structural change to our human resources system which was not identified as a top priority for 2013/14.

2.7. The remaining three would have been from the staff survey, which was not undertaken in 2013/14. A staff survey for 2014/15 is currently being carried out

and progress will be reported as part of the Organisational Health Outcomes in the One Organisational Plan Quarterly Progress Report 2014/15.

3. 2013 – 14 Business Unit Plan Performance Summary

- 3.1. Full details of the performance measures for each Business Unit is set out in Appendices A – R.
- 3.2. In summary, the overall direction of travel across each Business Unit for 2013/14 is upwards and the number of measures reporting red, amber and green is on a par with the overall figures for the Corporate Business Plan as summarised in paragraph 2.3.



3.3. Individual Business Unit results for 2013/14 are set out in the table below.

Business Unit	Red	Amber	Green	Total
Safeguarding	0	1	1	2
Social Care and Support	2	9	15	26
(previously Business Management, see Appendix D – Strategic Commissioning)				
Strategic Commissioning	1	0	17	18
Early Help and Targeted Support	2	0	3	5
Learning and Achievement	1	2	4	7
Customer Service	3	1	3	7
Finance	1	0	3	4
Human Resources	0	1	1	2
Information Assets	0	1	5	6
Law and Governance	0	0	3	3
Physical Assets	1	2	3	6
SICM	1	0	4	5
Economic Growth	5	3	9	17
Localities and Community Safety	2	3	24	29
Transport and Highways	1	4	3	8
Public Health	5	0	8	13
Fire and Rescue	3	1	8	12
Total	28 (16.5%)	28 (16.5%)	114 (67%)	170

4. Going for Growth

- 4.1. The Year End (April – March) 2013/14 Going for Growth Summary (**Appendix U**) provides Members with a detailed summary of progress against the delivery of our Going for Growth agenda and we are able to report that progress on delivering this agenda continued apace during 2013/14, with an upward direction of travel being reported across all key growth. Some of the highlights include:
- The number of people taking up an apprenticeship place has continued to increase with a year on year increase for Warwickshire of 12.8% against regional growth of 3.8% and a national fall of -1.5%.
 - Funding has been approved for the delivery of phase 1 of NUCKLE and construction will start on building new stations at Bermuda Park and Coventry Arena and platform lengthening at Bedworth in the summer.
 - Warwickshire is ahead of schedule in the installation and delivery of superfast broadband, with the first cabinet going live in Snitterfield school in April 2014.

5. Revenue Spending – 2013/14 Outturn

- 5.1. The total underspend for the year is £20.158 million. However, this figure includes government grants and schools spending which are, effectively, outside of our control. Therefore, in terms of assessing financial performance the underspend against controllable budgets is a better measure. The underspend against controllable budgets is £21.417 million, equivalent to a 4.5% underspend. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the agreed budget.
- 5.2. Although larger than previously forecast, the underspend reflects a culture of careful spending and advance planning for future spending reductions. This was embedded in the last Medium Term Financial Plan and flows into the 2014-18 One Organisation Plan. The overall underspend is helpful because we are not required to take additional short-term action to impose any further reductions. Moving forward there is a need to balance the delivery of the 2014-18 savings plan and staying within budget against the delivery of the organisation's priorities over the next four years.

Table 1: 2013/14 Revenue Spending by Business Unit						
	Budget after Q3 £m	Agreed Changes £m	Revised Budget £m	Outturn Spending £m	Over (Under) Spend £m	Variation %
Safeguarding	38.488	(0.194)	38.294	39.685	1.391	3.6%
Social Care and Support	104.750	(0.229)	104.521	104.865	0.344	0.3%
Strategic Commissioning	23.603	(0.774)	22.829	18.814	(4.015)	-17.6%
Early Help and Targeted Support	14.546	7.335	21.881	21.438	(0.443)	-2.0%
Learning and Achievement	88.051	(7.851)	80.200	80.967	0.767	1.0%
People Group	269.438	(1.713)	267.725	265.769	(1.956)	-0.7%
Customer Service	10.178	(1.085)	9.093	8.839	(0.254)	-2.8%
Finance	4.704	(0.228)	4.476	4.112	(0.364)	-8.1%
Human Resources	5.430	0.009	5.439	4.953	(0.486)	-8.9%
Information Assets	7.192	4.658	11.850	11.086	(0.764)	-6.4%
Law and Governance	1.093	(0.123)	0.970	0.627	(0.343)	-35.4%
Physical Assets	13.856	0.056	13.912	12.648	(1.264)	-9.1%
Service Improvement	2.749	0.074	2.823	2.450	(0.373)	-13.2%
Resources Group	45.202	3.361	48.563	44.715	(3.848)	-7.9%
Sustainable Communities	24.288	(0.394)	23.894	20.331	(3.563)	-14.9%
Localities and Community Safety	9.233	(0.808)	8.425	7.293	(1.132)	-13.4%
Transport and Highways	27.855	(0.347)	27.508	24.884	(2.624)	-9.5%
Public Health	22.046	(0.050)	21.996	19.856	(2.140)	-9.7%
Communities Group	83.422	(1.599)	81.823	72.364	(9.459)	-11.6%
Fire and Rescue	21.652	(0.205)	21.447	19.530	(1.917)	-8.9%
Other Services - spending	51.918	0.921	52.839	48.602	(4.237)	-8.0%
Controllable Total	471.632	0.765	472.397	450.980	(21.417)	-4.5%
Government funding and schools	(243.339)	(1.903)	(245.242)	(243.983)	1.259	-0.5%
Total	228.293	(1.138)	227.155	206.997	(20.158)	-8.9%

Note

A number of budget adjustments have happened during the last quarter that have resulted in the total budget being £1.138 million lower than reported at Quarter 3. These changes are shown the 'Agreed Changes' column and have been approved by the Head of Finance in accordance with his approved delegation.

5.3. Three Business Units have overspent in 2013/14. These are:

- **Safeguarding** – The £1.391 million overspend (3.6%) is primarily due to the number/cost of placements, the extent of court directed contact and the number of court orders issued all being higher than estimated at the time the detailed budget for the Business Unit was planned.
- **Social Care and Support** – The £0.344 million overspend (0.3%) is due to overspends of £1.449 million in the learning disability service (reflecting a national trend) and £0.940 million due to increased placement numbers for older people and those with physical disabilities in the south of the county combined with a difficulty in securing placements at our agreed rates.
- **Learning and Achievement** – The overspend of £0.767 million (1%) primarily relates to special educational needs services which show a £2.1 million overspend on SEN transport and a £3.0 million overspend on out-of-county placements. Underspends and the release of contingencies across the rest of the Business Unit were not sufficient to fully offset the overspends in SEN services.

5.4. £1.449 million of these overspends can be covered by the relevant Business Units' existing reserves, Safeguarding (by £945,000) and Learning and Achievement (by £108,000) do not have sufficient reserves to cover their overspend. As a local authority we are not allowed to hold overdrawn reserves without a specific plan being in place to rectify the financial situation. There are two options available:

- Require the Business Unit to make good the position by making a contribution from their 2014/15 budget.
- Meet the shortfall from general reserves and/or from redirecting Group/other Business Unit reserves.

5.5. Corporate Board recommend that General Reserves are used to rectify the position. This will allow all Business Unit's to start the delivery of the 2014-18 Plan without being in an overdrawn position and will not require the two Business Units to make further cuts in 2014/15. However, Corporate Board are also keen that this action does not undermine good financial management. Therefore, they propose a review of the scrutiny of Business Unit's financial management performance.

5.6. All other Business Units have underspent in 2013/14, with 5 Business Units underspending their approved budget by more than 10%. The reasons why this underspend has occurred are detailed in appendices A to S.

5.7. **Underspend compared to Quarter 3 Forecast**

At Quarter 3 the forecast underspend against the controllable budget was only £3.852 million. It has therefore increased by £17.565 million over the last quarter. A comparison of the Quarter 3 forecast and the outturn position for each Business Unit is shown in Table 2.

Table 2: 2013/14 Revenue Budget – Comparison of Quarter 3 and Outturn Positions				
App	Group/Business Unit	Quarter 3 Position £m	Outturn Position £m	Variation £m
	People Group			
A	Safeguarding	1.156	1.391	0.235
B	Social Care & Support	1.463	0.344	(1.119)
D	Strategic Commissioning	(2.935)	(4.015)	(1.080)
E	Early Help & Targeted Support	0.766	(0.443)	(1.209)
F	Learning & Achievement	4.226	0.767	(3.459)
	Resources Group			
G	Customer Service	(0.590)	(0.254)	0.336
H	Finance	(0.236)	(0.364)	(0.128)
I	Human Resources & Organisational Development	(0.055)	(0.486)	(0.431)
J	Information Assets	(0.017)	(0.764)	(0.747)
K	Law and Governance	(0.198)	(0.343)	(0.145)
L	Physical Assets	(0.191)	(1.264)	(1,073)
M	Service Improvement & Change Management	(0.047)	(0.373)	(0.326)
	Communities Group			
N	Sustainable Communities	(0.905)	(3.563)	(2.658)
O	Localities & Community Safety	(0.864)	(1.132)	(0.268)
P	Transport & Highways	(1.633)	(2.624)	(0.991)
Q	Public Health	(0.050)	(2.140)	(2.090)
R	Fire & Rescue	(1.377)	(1.917)	(0.540)
S	Other Services – Spending	(2.365)	(4.237)	(1.872)
	Controllable Total	(3.852)	(21.417)	(17.565)

- 5.8. There are legitimate reasons why elements of the underspend could not have been predicted (for example, late receipt of government grant). However, Corporate Board are of the view that the level of variation between forecasts and the outturn position should not recur because unnecessary corrective action could be taken as a result of inaccurate forecasting. Therefore as part of a more pro-active approach Corporate Board intend to review, in more depth, variations between quarters and trends. Any outcomes and actions from this will be reported back to Members as part of the One Organisation Plan monitoring process.

6. Delivery of the 2014-18 Savings Plan

- 6.1. The majority of Business Units have met their 2011-14 savings plan. However, four Business Units have underachieved their planned savings plans by a total of £3.492 million (see Table 3). This is in addition to the £0.934 million of the savings plan that elected members had already agreed to re-phase into 2014/15 as part of setting the 2013/14 budget. Therefore, overall, £54.971 million, or 93%, of the original plan was delivered to the timetable agreed in February 2011. This is a significant achievement, given the savings plan was, at the time, an unprecedented challenge for services.

Table 3: Shortfall in delivery of the 2011-14 Savings Plan		
	£m	£m
2011-14 savings target		59.397
Shortfall in the delivery of savings to original timetable:		
• Social Care and Support	(1.997)	
• Strategic Commissioning	(0.059)	
• Early Help and Targeted Support	(0.436)	
• Learning and Achievement	(1.000)	
• Customer Service <i>(previously reported and agreed)</i>	(0.150)	
• Physical Assets <i>(previously reported and agreed)</i>	(0.784)	
		(4.426)
Savings delivered 2011-14		54.971

- 6.2. The shortfall in the delivery of the savings plan is due to delays in specific projects. All are now expected to fully meet their original target by the end of 2014/15. With the exception of Learning and Achievement, the Business Units concerned have generated sufficient one-off savings from elsewhere within their budgets or have sufficient reserves for this not to impact on the delivery of the 2014-18 One Organisation Plan.
- 6.3. Monitoring the delivery of these projects will be incorporated into the 2014-18 One Organisation Plan to ensure oversight of progress is retained.
- 6.4. Looking forward, whilst delivery to date has been good and the 2013/14 underspend indicates Business Units are making early progress on the delivery of the 2014-18 savings plan, the savings plans over the 2014-18 period are substantially more difficult to deliver. Therefore, there is a need to closely monitor progress and to make sure early remedial action is taken if there is any indication savings plans will not be delivered.

7. Reserves

- 7.1. We hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need.

7.2. Level of Reserves as at 31 March 2014

Section 5 outlined the spending compared to the budget for each Business Unit. Any under or over spend at the end of the year falls into either corporate or Business Unit reserves. At the start of 2013/14 the authority held reserves of £114.363 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £117.804 million. Table 4 shows the level of reserves held by the authority as at 31 March 2014 and how this has changed from the start of the 2013/14 financial year.

Table 4: Reserves as at 31 March 2014				
Reserve	Opening Balance 01/04/2013 £m	Approved In year changes £m	Effect of Outturn £m	Balance As at 31/03/2014 £m
Corporate Reserves				
General Reserves	18.832	(1.064)	0.650	18.418
Medium Term Contingency	13.315	-	-	13.315
Service Realignment Fund	10.527	0.010	0.740	11.277
Capital Fund	0.387	0.574	(0.093)	0.868
Insurance	8.015	-	0.960	8.975
Schools	19.673	-	(0.761)	18.912
Group Reserves				
Communities	0.004	-	-	0.004
Resources	2.132	(0.147)	(0.013)	1.972
Business Unit Reserves				
Safeguarding	(0.966)	1.466	(1.445)	(0.945)
Social Care and Support	12.356	(4.167)	(0.344)	7.845
Strategic Commissioning	3.834	0.382	3.745	7.961
Early Intervention and Targeted Support	1.320	(1.070)	0.424	0.674
Learning and Achievement	1.727	(0.590)	(1.245)	(0.108)
Customer Service	0.491	(0.086)	0.254	0.659
Finance	-	-	0.364	0.364
Human Resources	1.129	(0.162)	0.486	1.453
Information Assets	1.357	(0.561)	0.764	1.560
Law & Governance	0.223	(0.223)	0.343	0.343
Physical Assets	0.938	-	1.055	1.993
Service Improvement and Change Mgmt	0.368	(0.368)	0.373	0.373
Sustainable Communities	5.483	(4.391)	3.563	4.655
Localities and Community Safety	3.917	(1.216)	1.132	3.833
Transport and Highways	2.314	(472)	2.624	4.466
Public Health	0.429	(324)	2.140	2,245
Fire and Rescue	2.538	(1.666)	1.917	2.789
Other Services	4.020	(2.642)	2.525	3.903
Total Reserves	114,363	(16.717)	20.158	117.804

7.3. Review of the level of reserves as a result of outturn

Reserves are held at both Business Unit and Group level, reflecting where the risk is best managed. All Groups have taken the opportunity to redistribute their reserves to support service needs and financial risks.

7.4. As a result:

- Resources Group have identified £0.828 million of earmarked reserves that are no longer needed for the purposes originally approved by elected members. These resources will therefore be returned to General Reserves.
- Resources Group have identified an additional £0.172 million that can be released to General Reserves
- Communities Group have identified £1.000 million that can be released to General Reserves.

7.5. Use of General Reserves to make good overdrawn reserves

As outlined in paragraph 5.5 Corporate Board are recommending that General Reserves are used to make good the financial position of the Safeguarding and Learning and Achievement Business Units. If agreed this will reduce the level of General Reserves by £1.053 million.

7.6. Use of Reserves to support 2014/15 activity

As well as transferring £2 million to General Reserves, Business Units are requesting approval to use £14.959 million of reserves to support services in 2014/15. These carry forward requests are summarised in Table 5. The details behind these carry forward requests can be found in **Appendix V**. As part of the £14.959 million, Transport and Highways and Sustainable Communities Business Units are requesting approval to use a total of £1.020 million of their reserves to repay their self-financed borrowing. Using reserves in this way will reduce the total debt outstanding in the authority.

Table 5: List of Carry Forward Requests	
	£m
People Group	
Social Care and Support Services	1.190
Strategic Commissioning	4.049
Early Help and Targeted Support	0.098
Resources Group	
Customer Service	0.219
Finance	0.133
Human Resources and Organisational Development	0.414
Information Assets	0.110
Law & Governance	0.045
Service Improvement and Change Management	0.055
Communities Group	
Sustainable Communities	3.033
Localities and Community Safety	1.117
Transport and Highways	1.818
Fire and Rescue	1.824
Other Services	0.854
Total Carry Forwards	14.959

7.7. Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2014/15 is estimated to be £102.845 million. Table 6 shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2014/15.

7.8. The use of £51.088 million of these reserves is restricted (earmarked), either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £51.757 million to support services, provide cover for financial risks facing the authority and support the service transformation

needed to deliver the savings in the 2014-18 Plan. The remainder of this section includes more detail on the specific reserves held by the authority.

Table 6: Forecast Reserves as at 31 March 2015							
Reserve	Balance 31/03/14 after outturn £m	Change in reserves after outturn £m	Repay borrowing £m	Transfer to/from General Reserves £m	Carry forwards £m	Estimated final balance 31/03/15 £m	Reserves with restricted use £m
Corporate Reserves							
General Reserves	18.418	-	-	0.947	-	19.365	-
Medium Term Contingency	13.315	-	-	-	-	13.315	-
Service Realignment Fund	11.277	-	-	-	-	11.277	11.277
Capital Fund	0.868	-	-	-	-	0.868	0.868
Insurance	8.975	-	-	-	-	8.975	8.975
Schools	18.912	-	-	(0.200)	-	18.712	18.712
Group Reserves							
Resources	1.972	1.692	-	(0.172)	-	3.492	-
Communities	0.004	-	-	-	-	0.004	-
Business Unit Reserves							
Safeguarding	(0.945)	-	-	0.945	-	-	-
Social Care & Support	7.845	0.270	-	-	(1.190)	6.925	-
Strategic Commissioning	7.961	-	-	-	(4.049)	3.912	-
Early Help	0.674	(0.270)	-	-	(0.098)	0.306	-
Learning & Achievement	(0.108)	-	-	0.108	-	-	-
Customer Service	0.659	0.223	-	-	(0.219)	0.663	0.663
Finance	0.364	(0.231)	-	-	(0.133)	-	-
Human Resources	1.453	(0.406)	-	-	(0.414)	0.633	0.633
Information Assets	1.560	(0.197)	-	-	(0.110)	1.253	0.996
Law & Governance	0.343	(0.298)	-	-	(0.045)	-	-
Physical Assets	1.993	(0.465)	-	(0.628)	-	0.900	0.400
Service Improvement	0.373	(0.318)	-	-	(0.055)	-	-
Sustainable Communities	4.655	(0.202)	(0.283)	(0.244)	(2.750)	1.176	1.043
Localities & Community Safety	3.833	0.202	-	-	(1.117)	2.918	2.192
Transport & Highways	4.466	-	(0.737)	(0.256)	(1.081)	2.392	2.393
Public Health	2.245	-	-	(0.500)	-	1.745	-
Fire & Rescue	2.789	-	-	-	(1.824)	0.965	0.965
Other Services	3.903	-	-	-	(0.854)	3.049	1.971
Total Reserves	117.804	0	(1.020)	0	(13.939)	102.845	51.088

7.9. Earmarked Corporate Reserves

Of the £102.845 million reserves, £72.512 million is held at a corporate level, of which £39.832 million are earmarked for specific purposes. This includes £18.712 million of individual school reserves and other ring fenced schools funding. The Service Realignment Fund holds £11.277 million. This will be used to help Business Units manage their employee costs when implementing their savings plans. The Insurance Fund is the authority's contingency against any major insurance claims and currently stands at £8.975 million. The Capital Fund is a revenue reserve set up to support the capital programme. It helps meet expenses that are incurred when the authority generates capital receipts and smooth fluctuations in cash flow.

7.10. General Reserves

At the end of 2014/15 General Reserves are expected to be £19.365 million. This is £3.465 million above the £15.9 million minimum specified by the Head of Finance in his risk assessment when the budget was set in February. Corporate Board recommend that none of this reserve is used in the short term given the considerable uncertainty around central government funding. For example, there is uncertainty over whether the implications of the Care and Support Act on adult social care services will be fully funded and access to the Better Care Fund is dependent on the agreement of the Clinical Commissioning Groups and pooled budgets. Instead it is recommended that any General Reserves above the minimum are held pending receipt of the monitoring reports on the delivery of the 2014-18 One Organisation Plan, with any use only to be considered as part of setting the 2015/16 budget.

8. Capital Programme

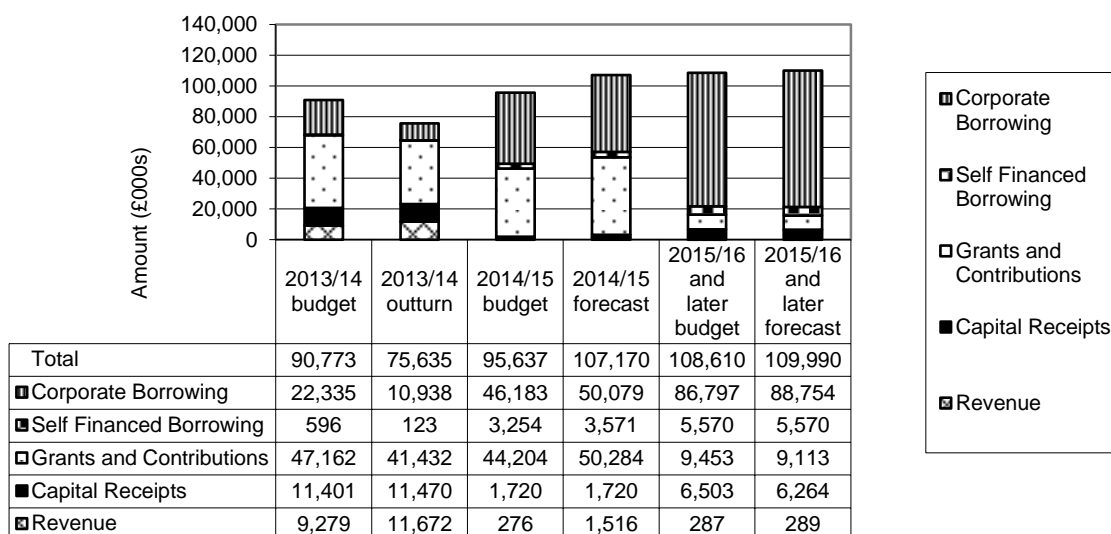
- 8.1. The total approved level of capital payments in 2013/14 was £90.773 million, with a further £165.892 million of payments over the medium term. Since Quarter 3 the capital programme has reduced by £2.726 million overall and there has been slippage between 2013/14 and later years of £15.139 million (or 17%). As a result, the spending for 2013/14 is £75.634 million, with a total increase in payments in 2014/15 and later years of £12.413 million. A breakdown by Business Unit is shown in Table 6.

Table 6: Summary of the Capital Programme variations as at 31 March 2014					
App.	Group/Business Unit	2013/14 Planned Capital Payments £million	2013/14 Outturn Capital Payments £million	2013/14 (Under)/Over Spend £million	Variation to total capital programme £million
	People Group				
A	Safeguarding	0.087	0.035	(0.052)	-
B	Social Care and Support	0.082	0.009	(0.073)	-
D	Strategic Commissioning	0.048	-	(0.048)	0.360
E	Early Help and Targeted Support	0.517	0.500	(0.017)	-
F	Learning and Achievement	26.366	20.319	(6.047)	(4.111)
	Resources Group				
G	Customer Service	0.653	0.280	(0.373)	0.056
J	Information Assets	0.426	0.581	0.155	0.228
L	Physical Assets	20.014	18.375	(1.639)	(0.077)
	Communities Group				
N	Sustainable Communities	4.518	2.063	(2.455)	(2.243)
O	Localities and Community Safety	0.041	0.040	(0.001)	0.024
P	Transport and Highways	36.227	32.278	(3.949)	2.987
R	Fire and Rescue	1.793	1.152	(0.641)	0.050
	Total	90.773	75.634	(15.139)	(2.726)

Table may not sum due to rounding

- 8.2. 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.
- 8.3. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. Table 7 below shows how the capital expenditure shown in Appendices A to S is to be financed.

Table 7: Estimated Financing to 2015/16 and later years



- 8.4. The most significant change to the capital programme is the slippage of (£15.139 million) from 2013/14 into later years which has meant we have not had to incur any borrowing to finance the 2013/14 capital spend. This is only a short-term reduction in the planned level of borrowing, as it will be required to fund the slippage in the capital programme when the spending occurs in future years.
- 8.5. As part of the wider review of forecasting outlined above Corporate Board will ensure equal importance is given to the planning and phasing of the delivery of capital schemes and, as a result would not expect to see the same level of slippage in future years.
- 8.6. The main reasons for the £15.139 million underspend compared to the approved budget are:
- The devolved spending in schools was £3.061 million lower than forecast. This is difficult to forecast accurately as most school spend is not known, to the authority, until year end. This can create large variances between the forecast and the actuals at year end.

- A reduction of £1.785 million in the cost of the Lower House Farm project. This underspend could not be identified until all final bills had been received at year end.
- The balance of the decrease was primarily the result of the re-phasing of project spend from 2013/14 into later years in addition to various small underspends across a range of projects.

9. Corporate Risk – High Level Summary

- 9.1. 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. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 9.2. 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 twice a year by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 9.3. The table below lists the corporate strategic risks as agreed by Corporate Board in February 2014 and subsequently refined during the process to prepare the Council's 2013/14 Annual Governance Statement. 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
Government policies, new legislation and sustained austerity measures present immediate challenges and further significant savings over the medium term.	16 (R)	8(A)
Continuing pressure on Adult Social Services resources.	16 (R)	9 (A)
Safeguarding children and vulnerable adults in our community – inability to take action to avoid abuse, injury or death.	16 (R)	12 (R)
Loss or corruption of personal or protected data held by the Council.	12(R)	9(A)
C&W LEP and City Deal arrangements fail to achieve optimum funding levels and economic benefits.	12 (R)	9(A)
Future delivery of Warwickshire Fire and Rescue Service.	12 (R)	9(A)
Delivery of Business Continuity Plans and procedures.	12 (R)	9(A)
Inability to meet statutory requirements to drive improvement across all schools in the County	9 (A)	9 (A)
Inability to manage or influence the impact of HS2 on Warwickshire.	16(R)	9(A)

- 9.4. Excluding the safeguarding children and vulnerable adults risk that has been escalated to the Strategic Risk Register, there is one other net red business unit risks:

Risk Description	Gross Risk Level	Net Risk Level
Industrial action by operational firefighters, service control staff or support staff.	16 (R)	12 (R)

- 9.5. 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 A to S** who can be contacted for more information.
- 9.6. The following paragraphs details further information, which has been provided by the risk owner, on the net red risks.

Safeguarding children and vulnerable adults in our community – inability to take action to avoid abuse, injury or death

There are on-going local pressures such as staff shortages, and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit have no influence over and it is not always obvious what action could be taken until after the event. Furthermore, the service is vulnerable to media and public attention with serious cases reported widely at a national level. Controls are in place to reduce the level of risk to WCC including Safeguarding Board business plans, CYPF plan, partnership arrangements, and a robust multi-agency training plan. The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection. However, the risk of this type of event happening will always remain, regardless of any controls in place, which are under constant review. This risk has been escalated to the Corporate Strategic Risk Register and will continue to be monitored.

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

The Fire Brigades Union has organised several periods of industrial action since September 2013. Each period has been managed effectively with a combination of support staff and officers providing additional support.

This is a national dispute involving the Government and the FBU and we are frustrated that a resolution has not yet been found.

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

- Increase the number of Brigade Commanders available;
- Increase the number of Group Commanders involved in the planning process; and

- Change some of the operational arrangements relating to communication between fire control and appliances and small changes to the strategic locations for the additional fire appliances.

Despite this potentially damaging dispute, the professionalism of our firefighters in Warwickshire continues to be demonstrated on a daily basis. On New Year's Eve, during the period of strike action, a call was received in Fire Control that provided credible intelligence of persons reported in a house fire in the Stratford-on-Avon district. The crew, whilst on strike at the time, made themselves available and responded. The incident, thankfully, did not result in anyone being injured.

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.

9.7. Wider public sector strike action

Members will be aware of the wider strike action on 10th July by a number of unions. Developments continue to be monitored and the corporate risk register will be updated if necessary.

9.8. Adult Social Care Resources

Members will have seen recent media coverage about the likely future pressure on adult social care resources as a result of the provisions in the Care and Support Bill and the constraints over the use of the Better Care Fund. It has already been recognised in paragraph 7.10 that there may be resource implications for the County Council and that going forward, as a minimum, the changes will need to be integrated with the ongoing work associated with delivering the One Organisation Plan. Corporate Board will keep the issue under close scrutiny and it will form part of the report to Cabinet in September on the proposed approach to the refresh of the medium term financial plan.

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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
Customer Contact and E-services	3,147	(595)	2,552	2,488	(64)	The Warwickshire Local Welfare Scheme is underspent by £258,000. This is a ring-fenced grant which will cease in 2015-16. The current proposal is for any underspend relating to this grant to be moved to a Warwickshire Local Welfare Scheme Reserves, in order to continue to support the most vulnerable people in our communities. Also, additional expenditure was undertaken to further progress the Digital by Default project. This has been funded by the increased income generated by the Registration Service.
Marketing & Communications	393	(28)	365	342	(23)	Additional income generation from the Communications Service.
One Front Door (Formerly One Stop Shops)	294	(17)	277	225	(52)	The underspend is due to the restructure of the Library/Registration/One Stop Shop management team and is part of the overall savings required by the Library Service.
Registration Services	158	(39)	119	(91)	(210)	Surplus is a result of increased income generation. This underspend was used to primarily support, the Digital by Default programme
Other Customer Services	545	(3)	542	621	79	The overspend is a result of redundancy costs and bad debt provision.
Business Development	305	(2)	303	283	(20)	
Library & Information Services	5,078	(392)	4,686	4,734	48	Overspend relates to the additional costs of the reconfiguration of Bedworth Library, in order to accommodate the Registration Service.
Customer Relations	258	(9)	249	237	(12)	
Net Service Spending	10,178	(1,085)	9,093	8,839	(254)	

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	Reason for Request
Service Savings	491	(491)	(4)	(4)	Please refer to Appendix V for a detailed analysis of the use of reserves
Warwickshire Local Welfare Scheme	0	405	258	663	
Total	491	(86)	254	659	








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	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	824	788	824	788	788	The delivery of £150,000 of the 2011-14 savings plan in 2014/15 was agreed as part of setting the 2013/14 budget in February 2013.
CW-CL-01 and 12	Customer Relations	50	50	50	50	50	
CW-CC-02	Library Services reconfiguration	471	471	621	471	621	
CW-CC-03	Integrated Model for Communications	93	129	93	129	129	
	Total	1,438	1,438	1,588	1,438	1,588	
	Target		1,438		1,438	1,588	
	Remaining Shortfall/(Over Achievement)		0		0	0	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	150	303	501	0	0	A number of key projects are starting this year and the bulk of the expenditure will be next year 2015/16
10624000	Libraries Radio Frequency Identification	770	91	0	0	861	770	124	(7)	0	887	33	26	In order to implement self service, additional building works were required to redesign library layouts to maximise the use of this technology, which were not originally foreseen and as a result of customer behaviour, changes were required. Financed from project 11104000 £3,000 and 10631000 £23,000.
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	77	0	0	298	221	110	0	0	331	33	33	Budget to be used to cover the overspend in relation to the additional building works that were required to redesign library layouts to maximise the use of this technology. £56,000 Revenue Contribution.
10645000	One-Stop Shops Expansion Programme 2009/10	0	0	180	90	270	0	0	180	90	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	480	600	1,920	3,000	0	41	250	2,706	2,997	(439)	(3)	Currently no key projects being delivered in relation to One Front Door. However the One Organisational Plan savings will require reconceptualisation on how services are delivered through the One Front Door and capital investment will be required to enable this to happen.
11077000	Capital Fund for Community Libraries	90	0	0	0	90	90	0	0	0	90	0	0	
11293000	Community Information Hubs	0	0	100	0	100	0	0	100	0	100	0	0	
		1,313	653	1,332	2,010	5,308	1,313	280	673	3,099	5,364	(373)	56	

Performance Information April 2013 to March 2014

Customer Service: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M01000	% Satisfaction level with the quality of services received	62	86.7	71		71	Whilst the performance on the level of satisfaction with the quality of service received was lower than the stretching target set in 2013/14, the results indicate that there has, over the last 12 months, been a 9% increase in satisfaction levels when compared to the results reported in 2012/13.
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	92	80	98.5		98.5	
M01012	Number of visits to libraries	1721544	1730152	1723352		1723352	Closure of Bedworth Library for installation of Registration (closed 2/12/2013 - 12/01/2014 inclusive) and ongoing service reduction at Southam Library affecting figures (a new Library is currently being built, current operations are from an alternative site). Bedworth showed a drop of 8.8% on 2012/13 actuals with Southam showing a 40% drop on 2012/13 actuals.
M01030	% of complaints responded to within agreed timescales - general		80	94		94	
M01096	% of complaints responded to within agreed time scales - Adults	35	60	18		18	The continuing decline in timescale compliance is of concern. The CRT Manager is in regular contact with the respective Heads of Service in People Group, to address the issues. A detailed action plan with timescales has been put in place and will re monitored regularly with the relevant Head of Service.
M01097	% of complaints responded to within agreed time scales - Children	58	80	25		25	The continuing decline in timescale compliance is of concern. The CRT Manager is in regular contact with the respective Heads of Service in People Group, to address the issues. A detailed action plan with timescales has been put in place and will re monitored regularly with the relevant Head of Service.
M01100	No of processes transferred to digital against each identified major customer contact area.		6	10		10	

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

There are no net red risks for this service.

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	41	(4)	37	247	210	The underspends in Corporate Finance & Advice, Communities Finance and People Group Finance were largely the result of vacancies, which were either waiting to be filled or were held vacant in preparation for delivering the spending reductions for 2014/15. An element of the savings target was held against the Head of Service line and offsets these underspends. The overspend on Treasury relates to an under recovery of income from short term investments over the corporately set target. This is being addressed in 2014/15. In addition, the service has generated additional income from its traded activities with schools and with district and borough councils, as well as unexpected additional one-off procurement income (from contract rebates), which was received late in Quarter 4.
Corporate Finance and Advice	715	(15)	700	572	(128)	
Treasury, Exchequer, Finance Systems, Pensions	484	(67)	417	880	463	
Communities Group and Fire & Rescue Local Finance, Procurement	994	(27)	967	440	(527)	
People Group Local Finance, Financial Benefits & Advice	2,002	(56)	1,946	1,725	(221)	
Resources Local Finance, Schools Strategy & Support, Payroll	468	(59)	409	248	(161)	
Net Service Spending	4,704	(228)	4,476	4,112	(364)	





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	Reason for Request
Service Savings	1,487	(1,487)	364	364	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	1,487	(1,487)	364	364	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final 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	The 2011-14 savings plan has been fully delivered by 31 March 2014.
RE-FI-01	Financial process efficiencies	725	725	725	725	725	
RE-FI-03	Reduction in financial support to both members and managers						
	Sub total	1,850	1,850	1,850	1,850	1,850	
	Target		1,850		1,850	1,850	
	Remaining Shortfall/(Over Achievement)		0		0	0	

Performance Information April 2013 to March 2014

Finance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M02000	Budget variance: percentage end year variance from budget		0	-5		-5	The overall revenue variation to net budget for the Council as a whole (including business rates and dedicated schools grant) is estimated to be around -5%. This includes the late receipt of national grants and ring fenced funding. Detailed reasons for individual Business Unit variations as well as an analysis of the overall financial position as at 31st March is contained in the outturn report.
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes		Yes	The two Leader's announcements on the Medium Term Financial Plan and One Organisation Plan and reports to Cabinet in December 2013 and January 2014 as well as Council in February were all delivered to deadline.
M02014	Treasury Management strategy produced that supports the MTFP		Yes	Yes		Yes	The Treasury Management strategy for the Authority (for 2014/15) was approved by Council on 25 March 2014. The 2013/14 treasury management strategy has delivered returns in line with the benchmark, whilst remaining liquid (i.e. we can return to cash swiftly) and prudent (i.e. no investments have resulted in negative returns or losses).
M02083	% of milestones within the medium term financial plan that are met		100	100		100	All key milestones were met to deliver the medium term financial plan, which was published to the agreed date.

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

There are no net red risks for this service.

Human Resources and Organisational Development - Sue Evans
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers)

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
Advisory Services (including Health & Safety)	1,519	67	1,586	1,352	(234)	£68,000 relates to the Health and Safety Budget slippage in staff recruitment and agency charges in year. £8,000 relates to slippage in vacancies/secondments within Advisory Service. Some redundancy costs saved
Equalities and Diversity	219	(9)	210	313	103	£30,000 redundancy for 2013/14 savings plan. Under recovery of internal income for additional work
Human Resources Service Centre	1,334	(66)	1,268	1,311	43	Planned overspend on Customer Relationship Management project to be funded from other underspends in business unit.
Learning & Organisational Development	1,256	38	1,294	953	(341)	Underspent centralised training as a result of organisational changes which in turn causes delay in training programmes. Learning & Organisational Development Social Care Underspend £140,000 - £40,000 salary costs; £100,000 Delay in delivery of planned development programmes, and structural changes within the team. This underspend is a one off and in the 2014-15 period this will be rectified. Demand for social care training is increasing and support for the People Group workforce essential as they deliver the OOP.
Business Partners	655	(15)	640	638	(2)	
Human Resources Head of Service	447	(6)	441	386	(55)	£80,000 underspend on apprenticeships and redundancy costs for union representative
Net Service Spending	5,430	9	5,439	4,953	(486)	



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	Reason for Request
Service Savings	1,129	(1,129)	406	406	Please refer to Appendix V for a detailed analysis of the use of reserves
Apprenticeship Programme	0	967	80	1,047	
Total	1,129	(162)	486	1,453	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CL-12	Additional income generation in Equality and Diversity	15	15	15	15	15	
CW-WS-03	HR Advisory Service	70	70	70	70	70	
CW-WS-04	HR Business Partnership	18	18	18	18	18	
CW-WS-06	Management restructure in Workforce, Strategy and Development	80	80	80	80	80	
	Total	683	683	683	683	683	
	Target		683		683	683	
	Remaining Shortfall/(Over Achievement)		0		0	0	

Performance Information April 2013 to March 2014

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	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. Survey Planned for June/July 2014.
M03019	% of staff satisfied with the training & development that they receive in their current job	66.6	70				No survey in 2013-14. Survey Planned for June/July 2014.
M03020	% staff who believe the County Council is an equal opportunities employer	85.1	86				No survey in 2013-14. Survey Planned for June/July 2014.
M03066	% Delivery against workforce plans (WCC)		100	92		92	Whilst not achieving the 100% target for 2013/14, progress against the delivery against workforce plans remains within tolerance
M03067	% Delivery of management workforce reports		100	100		100	By the end of Q4 all Business Units are in receipt of workforce reports.

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

There are no net red risks for this service.

Information Assets - Tonino Ciuffini
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers)

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
Head of Service	588	(23)	565	165	(400)	£428,000 Funding deliberately held back to attract Government match funding as part of BDUK phase 2 as per paper to Cabinet on the 5 June 2014
Members Support	98	(64)	34	38	4	
ICT General Unit Charge	(507)	507	0	0	0	
Strategy and Programme & Innovation	971	0	971	968	(3)	
Corporate ICT Development	1,661	0	1,661	1,605	(56)	Slight underspend due to delays in a small number of Corporate ICT Development projects
R&D Infrastructure Projects	31	(31)	0	0	0	
Customer and Supplier Services	594	1,666	2,260	2,126	(134)	Underspend generated as redundancy cost associated with the One Organisational Plan were lower than predicted at quarter 3
Production Services	1,041	2,280	3,321	3,151	(170)	
Systems Design & Architecture	1,641	(97)	1,544	1,539	(5)	
Schools and Network Team	788	431	1,219	1,223	4	
Information Management	286	(11)	275	271	(4)	
Net Service Spending	7,192	4,658	11,850	11,086	(764)	

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	Reason for Request
Information Assets - Equipment reserve	171	0	0	171	Please refer to Appendix V for a detailed analysis of the use of reserves
ICT - Unit Charge Equalisation Account	625	0	0	625	
Service Savings	561	(561)	764	764	
Total	1,357	(561)	764	1,560	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	890	890	890	890	890	The 2011-14 savings plan has been fully delivered by 31 March 2014.
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	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	
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	
New	Printing Savings	28	28	28	28	28	
		1,303	1,303	1,303	1,303	1,303	
Target			1,303		1,303	1,303	
Remaining Shortfall/(Over Achievement)			0		0	0	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	86	43	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	228	4,271	5,213	9,846	133	202	4,301	5,213	9,850	(26)	4	
11238000	Infrastructure e - government	0	0	0	0	0	0	223	0	0	223	223	223	The capitalisation of IT hardware and software funded from revenue contributions
		715	426	4,271	5,213	10,626	715	581	4,344	5,213	10,853	198	228	

Performance Information April 2013 to March 2014

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M03001	% staff who are flexible workers						We are unable to report on the proportion of staff who are flexible workers. In order to accurately record this information, structural changes to our HR System are required and whilst a change request has been made, there is currently no capacity within the support team to do this as it not currently a high priority for the Organisation.
M04004	% of support calls resolved at the point of contact	38.08	40	47.9	★	47.9	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	14	3	★	3	
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	94.06	●	94.06	
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				On Target and defined within Programme Plan
M04143	Implementation of first phase of Broadband Extension as defined in the procurement		Yes	Yes	★	Yes	

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

There are no net red risks for this service.

Law and Governance - Sarah Duxbury
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers)

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	(10)	526	388	(138)	Three staffing vacancies which have now been recruited to. Also, Police & Crime Commissioner's grant monies received relating to the previous financial year.
School Governor Services	55	(6)	49	43	(6)	Additional trading income generated.
Insurance, Internal Audit and Risk Management	514	(19)	495	469	(26)	Staffing vacancy. Position to be filled in 2014/15 financial year.
Law and Governance Administration	1	(2)	(1)	(1)	0	
Legal Services	(451)	(86)	(537)	(691)	(154)	Reduced expenditure (approx. £75,000) and higher income from increased demand (approx. £75,000).
Legal Core	438	0	438	419	(19)	One off repayment of legal fees by third party for a property disposal
Net Service Spending	1,093	(123)	970	627	(343)	

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	Reason for Request
Service Savings	223	(223)	343	343	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	223	(223)	343	343	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	365	367	365	367	367	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CC-05 and LG-02	Transformation of Corporate Governance support	57	55	57	55	55	
CW-LG-03	Reduce core legal discretionary services	3	3	3	3	3	
	Total	425	425	425	425	425	
	Target		425		425	425	
	Remaining Shortfall/(Over Achievement)		0		0	0	

Performance Information April 2013 to March 2014

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	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 Law & Governance Business Unit from external legal income	22	50000	67000	★	67000	
M05074	% Maintained schools purchasing School Governor Development Services	81	85	95	★	95	

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

There are no net red risks for this service.

Physical Assets - Steve Smith
Strategic Director - David Carter
Portfolio Holders - Councillor Cockburn (Deputy Leader and Property)

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
Physical Assets General	731	18	749	519	(230)	A re-phasing of the commitment to the ongoing planning application for the redevelopment of a Warwickshire site.
Construction Services	2,403	22	2,425	2,025	(400)	£209,000 underspend on the council's carbon reduction commitment, due to the continued good performance to reduce the council's carbon emissions. The remainder is one-off additional income earned from building maintenance trading activity.
Facilities Management	10,036	(265)	9,771	9,088	(683)	£391,000 trading surplus in schools Catering achieved due to the amount of trading days being better than forecast. This is explained by the absence of school closures which in the past have been forced by snow, industrial action etc. The remainder is the re-phasing of the ongoing commitment to Fire Risk Assessments, the volume of which is required to be completed in 2014/15.
Estates & Smallholdings	169	(15)	154	105	(49)	Rate rebate on Northgate Street, and one-off income earned from the increasing level of property disposal projects.
Asset Strategy	294	(15)	279	244	(35)	Staff vacancies subject to finalisation of team restructure.
Programme Management & Special Projects	223	311	534	667	133	A re-phasing of the ongoing commitment to the one-off costs to deliver the Property Rationalisation savings target.
Early Repayment of Self Financed Borrowing	0	0	0	0	0	Self financing borrowing will not be repaid early as planned. Now the revised proposal is to direct underspends towards meeting the one-off costs to achieve planning consents to maximise the value from property disposals. This is a priority in the One Organisational Plan savings targets for Physical Assets to deliver major property disposals to reduce debt. The proposal is to create a reserve to hold this as explained in appendix V.
Net Service Spending	13,856	56	13,912	12,648	(1,264)	
					Service	(1,055)
					Carbon Reduction Commitment	(209)

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	Reason for Request
Service Savings	197	0	768	965	Please refer to Appendix V for a detailed analysis of the use of reserves
Salix Energy Management Reserve	404	0	(104)	300	
Catering Equalisation Account	302	0	391	693	
Traded Services Equipment	35	0	0	35	
Total	938	0	1,055	1,993	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final 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	The delivery of £784,000 of the 2011-14 savings plan in 2014/15 was agreed as part of setting the 2013/14 budget in February 2013.
EE-ER-03 and 04	Rural Services : Review of rents and income generation	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	1,602	2,386	1,602	2,386	
	Total	3,637	3,637	4,421	3,637	4,421	
	Target		3,637		4,421	4,421	
	Remaining Shortfall/(Over Achievement)		0		784	0	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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		
Building & Construction															
10971000	Aylesford Flood Alleviation Scheme Contribution	189	736	0	0	925	189	525	211	0	925	(211)	0	Various unexpected problems caused delays on site, slowing progress of the work.	
10972000	Planning Consent For Europa Way	73	250	0	0	323	73	258	34	0	365	8	42	Final planning permission for Europa way to be financed by Revenue Contribution	
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0		
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	5,862	3,639	177	0	9,677	5,862	4,004	13	0	9,879	366	202	Project increase relates to additional works requested by the school. All additional costs fully funded by the school.	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	18	55	0	0	73	18	42	1	0	61	(13)	(12)		
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	150	600	0	750	0	0	750	0	750	(150)	0	Start of project delayed awaiting agreement about the future use of the space	
11157000	Nton Higham Lane Sch - Repl Modular Classrms (Fire Dan	0	0	0	0	0	0	0	0	0	0	0	0		
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	396	38	209	0	643	396	46	201	0	643	8	0		
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	300	50	0	481	(50)	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	5	0	0	98	93	0	5	0	98	(5)	0		

L Physical Assets

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	530	0	3,500	1,260	1,351	889	0	3,500	(359)	0	Works have been delayed due to change in scope to accommodate Digital Mail Room and Records Management Hub, which involved a change to listed building consent. This has now been secured and works will recommence 26th May 2014.
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	448	0	0	647	199	404	43	0	647	(43)	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	674	0	0	674	0	326	348	0	674	(348)	0	Changes to original scope delayed start of project moved from a two centre solution to a single site solution requiring planning approval for modular extension.
Structural Maintenance						0	0	0	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	(6)	0	0	450	456	(6)	0	0	450	(0)	(0)	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	(66)	0	0	1,989	2,055	(70)	0	0	1,985	(5)	(5)	
11029005	Warwick Barrack St Block - Ph 2 Catholic 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	9	0	0	1,149	1,140	9	0	0	1,149	0	0	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	(1)	0	0	3,182	3,183	5	0	0	3,188	5	5	
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	(35)	0	0	57	4	4	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	15	0	0	1,859	1,844	(3)	0	0	1,841	(18)	(18)	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	77	0	0	1,283	1,206	76	0	0	1,282	(1)	(1)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	229	0	0	5,898	5,669	166	0	0	5,835	(63)	(63)	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	311	0	0	311	0	291	20	0	311	(20)	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,464	0	0	2,464	0	2,035	500	0	2,535	(429)	71	Add £18,000 (£18,093) reallocation from non schools projects 11029000,11032000,11033000,,11096000 11162000, 11168000. RCCO Contribution increased by £54,000 (£70k to £124k). Budget moved forward year for projects committed not yet complete.
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,292	0	0	1,292	0	1,237	55	0	1,292	(55)	(0)	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,818	0	0	5,818	0	5,876	102	0	5,978	57	160	Add £61k (£61,409) reallocation from non schools projects 11030000,11031000,11034000,11035000 11161000. RCCO Contribution increased by £45,000 (£203k to £248,675). Grant from schools for works increased by £52,594 Budget moved forward year for projects committed not yet complete.
11042000	Structural Maintenance 2011/12 - Revenue Funded	233	0	0	0	233	233	0	0	0	233	0	0	

L Physical Assets

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	
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	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	311	0	311	0	0	311	0	311	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	1,291	0	1,291	0	0	1,291	0	1,291	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	2,522	0	2,522	0	0	2,522	0	2,522	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	5,565	0	5,565	0	0	5,565	0	5,565	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	19	0	0	93	(3)	(3)	
11162000	Llandudno Marle Hall Oec - Boiler Repl	214	9	0	0	223	214	9	0	0	223	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	39	0	0	385	346	39	0	0	385	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	311	311	0	0	0	311	311	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	0	311	311	0	0	0	311	311	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
Facilities						0	0	0	0	0				
10581000	Day Services Modernisation Programme 2005/2006	9	0	0	0	9	9	0	0	0	9	0	0	
10592000	Small Scale Reactive / Minor Improvements County-Wide	46	92	151	0	289	46	105	138	0	289	13	0	

L Physical Assets

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	
Energy						0	0	0	0	0				
10400000	Climate Change 2009/10	180	91	83	0	354	180	77	97	0	354	(14)	0	
10410000	Climate Change 2007/08	276	83	0	0	359	276	74	9	0	359	(9)	0	
11135000	Various Properties - Reducing Energy	0	129	915	1,200	2,244	0	0	1,044	1,200	2,244	(129)	0	
11136000	Various Properties - Renewable Energy	2	250	2,000	3,648	5,900	2	73	1,677	3,648	5,400	(177)	(500)	Slippage and reduction in funding (£500,000 contribution from the farmer) relates to the inability to deliver the proposed 100kW Anaerobic Digester project at Butlers Road Farm, Long Compton due to site issues. In the medium term, the rest of the council smallholdings estate will be reviewed to establish where other similar projects might be developed. Other slippage was caused mainly by proposed solar PV projects not passing all the tests necessary
11159000	Wark Saltisford Office Park - Pv Micro Genertrn Syst	108	6	0	0	114	108	4	2	0	114	(2)	0	
Smallholdings			0			0	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	1	0	0	312	1	1	
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	20	0	0	284	264	20	0	0	284	(0)	(0)	
11138000	Smallholdings - Decent Homes Standard 2012	429	98	0	0	527	429	85	0	0	514	(14)	(14)	
11139000	Rural Services Capital Maintenance 2012/13	701	292	0	0	993	701	281	0	0	982	(11)	(11)	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	4	7	239	0	250	4	6	240	0	250	(1)	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	41	484	0	0	525	41	499	0	0	540	16	16	
11140000	Rural Services Capital Maintenance 2013/14	0	242	0	0	242	0	254	10	0	264	12	22	RCCO Contribution for Projects that have been Capitalised of £41,000, Budget of £26,000 moved forward to 14/15 allocation for planned project not yet started.
11141000	Rural Services Capital Maintenance 2014/15	0	0	788	0	788	0	0	814	0	814	0	26	26k moved forward from 13/14 budget allocation.
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	789	789	0	0	0	789	789	0	0	
11291000	Rural Services Capital Maintenance 2016/17	0	0	0	789	789	0	0	0	789	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		31,665	20,014	15,381	27,303	94,362	31,665	18,375	16,943	27,303	94,285	(1,639)	(77)	

Performance Information April 2013 to March 2014

Physical Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M06000	% of our retained operational property portfolio having optimum utilisation	90	95	90		90	Need to reconsider the metrics of this item and its relevance.
M06001	% of corporate projects which deliver CO2 reductions	-32	-2.5	13		13	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 11/12 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	13.95		13.95	Completed small shortfall on target due to deferred Cabinet decisions
M06102	Achieve property rationalisation savings target (£m)		1.6	1602		1602	
M06103	% achievement against budget on PRP		100	100		100	
M06104	% achievement against time targets on PRP		100	100		100	

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

There are no net red risks for this service

Service Improvement and Change Management - Tricia Morrison (Acting)
Strategic Director - David Carter
Portfolio Holder - Councillor Kaur (Customers)

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
Performance & Planning	798	(23)	775	699	(76)	One-off part year effect of vacant posts
Observatory	358	36	394	423	29	Budgeted external income levels not currently being achieved
Service Improvement and Change Management Admin	176	(5)	171	133	(38)	Underspend on projects.
Development and Support	940	(18)	922	698	(224)	Vacant posts due to secondment and long term sickness not backfilled and Resources Development Fund previously ear-marked for expenditure in 2013/14 now will be spent in early 2014/15. £35,000 is underspend of transformation funded projects.
Corporate Programme Management Office	247	90	337	290	(47)	2014/15 savings realised early
Commercial Enterprise	230	(6)	224	207	(17)	Underspend of transformation funded projects.
Net Service Spending	2,749	74	2,823	2,450	(373)	

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	Reason for Request
Service Savings	368	(368)	373	373	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	368	(368)	373	373	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	263	263	263	263	263	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CL-14	Reduction in support services	17	17	17	17	17	
PPU-02	Generating income through charging for consultation activities	30	30	30	30	30	
	Total	310	310	310	310	310	
	Target		310		310	310	
	Remaining Shortfall/(Over Achievement)		0		0	0	

M Service Improvement

Performance Information April 2013 to March 2014

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M07041	% Increase in satisfaction with service provision		5	5	★	5	This relates to the change in service provision following completion of the transformation through strategic commissioning programme and was managed by the now closed Corporate Programme Management Office
	Number of Service Reviews delivering full business case to schedule		4	12	★	12	Despite the target for the number of service review delivering full business case to schedule being set at 4 for 2013/14. The early completion of the Transformation through Strategic Commissioning Programme resulted in a total of 12 services reviews delivering full business cases by the end of March 2013
M07095	% of corporate frameworks scheduled for review completed (March 2014)		100	75	▲	75	During the early period of 2013/14, SICM were able to report that all the initial frameworks targeted for review had been met. However, a number of additional frameworks were identified as requiring a review and at the year end, not all of these subsequently identified reviews have been completed. A review of the Planning & Performance Framework was begun in the final quarter of 2013/14, following the approval of the One Organisational Plan by Full Council at the end of February. The review and subsequent revision of the framework, to ensure that it is aligned to and supports the delivery of the OOP has (as at the end of June) now been completed.
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	
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100		★	100	

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

Other Services - Virginia Rennie
Strategic Director - David Carter

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
Government Funding and Business Rates	(184,428)	(1,903)	(186,331)	(186,863)	(532)	
Dedicated Schools Grant and other school funding	(266,023)		(266,023)	(255,212)	10,811	The significant changes in the budget are as a result of 18 academy conversions in the year where the DSG funding is reduced but a corresponding reduction is shown in the schools budgets.
Individual Schools Budget (ISB)	207,112		207,112	196,530	(10,582)	
Capacity Building Fund	615		615	0	(615)	Nil spend in 2013/14 to be carried forward into 2014/15
Provision for Pay and Conditions	1,596	(690)	906	166	(740)	This reflects a planned underspending to be used as a contribution to redundancy costs.
Insurance	0		0	(960)	(960)	Includes Bath Place settlement of £713,290 due to Resources as draw down from reserves in new year
Capital Financing	38,815	1,622	40,437	37,747	(2,690)	A reflection of a reduction in the servicing costs of a smaller Capital Programme, the effects of slippage in the 2012/13 Capital Programme and the use of Reserves / Revenue funding to repay debt earlier.
Revenue contribution to Capital Financing	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)		(1,808)	(1,371)	437	Cash performance on external & internal deposits has fallen as rates being offered reduce further.
Corporate Board	1,397	(11)	1,386	1,219	(167)	This resultant net underspending of £167,000 is made up of a minor Corporate Board overspend of £31,000, plus a budget adjustment of £198,000 for the early repayment of self financing debt - the underspend of which will go straight to Resources Group Transformation Fund Reserves with the Corporate Board £31,000 overspend going to General Reserves.
County Coroner	385		385	392	7	
Environment Agency (Flood Defence Levy)	223		223	223	0	
External Audit Fees	385		385	119	(266)	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
County Council Elections	424		424	709	285	£576,000 has already been advanced to the districts/borough as 75% of their estimated costs. £123,000 has now been paid to settle all final claims now received plus £10,000 for a By-election. The accumulated elections reserve has already been used and is shown as part of the budget of £424,000. Therefore the £285,000 overspend will be a call on General Reserves at the year end.
Members Allowances and Expenses	1,036		1,036	1,049	13	
Other Administrative Expenses & Income	402		402	979	577	Includes equal pay legal costs £452,000 plus £131,000 HMRC unpaid payroll tax and National Insurance.

S Other Services

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Reorganisation Pensions	64		64	65	1	
Subscriptions	233		233	114	(119)	
Net Service Spending	(191,421)	(982)	(192,403)	(196,943)	(4,540)	
				Non DSG	(4,769)	
				DSG	229	




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	Reason for Request
General Reserves	18,832	(1,064)	649	18,417	Please refer to Appendix V for a detailed analysis of the use of reserves
Medium Term Contingency	13,315	0	0	13,315	
Service Realignment Fund	10,528	7	740	11,275	
Capital Fund	387	574	(93)	868	
Quadrennial elections	312	(312)	0	0	
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)	615	1,454	
NHS Grant	2,218	(2,218)	854	854	
External Audit	232	0	266	498	
Insurance Fund	8,015	0	960	8,975	
Community Infrastructure Levy	301	0	0	301	
National Non-Domestic Rates Pool	0	0	(467)	(467)	
National Non-Domestic Rates Appeals Reserve	0	0	1,047	1,047	
Carbon Reduction Commitment	0	0	210	210	
Resources Group General Reserves	645	486	(210)	921	
Resources Group Transformation Fund Reserve	0	854	198	1,052	
Total	55,733	(1,782)	4,769	58,720	

Corporate Business Plan: Performance Summary (April 2013 – March 2014)

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. Within this report, you will find information on our key performance indicators as set out in the Corporate Business Plan for 2013 – 14 and should be read in conjunction with our financial and risk monitoring information.
- 1.2. The Corporate Business Plan for 2013/14 sets out 7 Ambitions:
 - 1. Community & Customers 2. Safety & Protection 3. Care & Independence
 - 4. Environment & Housing 5. Enterprise, Transport & Tourism 6. Schools & Education 7. Organisation
- 1.3 This Appendix provides the year end position on the progress that the Authority has made over the financial year in working towards delivering these Ambitions
- 1.4 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 and this aligns us with financial performance and risk.

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

- 1.5 The performance information contained within this Appendix provide year end results based on data at the end of the year point (April 2013 – March 2014). 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 & Business Improvement Team on performance@warwickshire.gov.uk

2. Overall Performance Summary for Year End (April 2013 – March 2014)

	Qtr. 1	Mid-Year	Qtr. 3	Year End
Red	6	6	7	8
Amber	4	4	3	10
Green	23	20	23	27
Subtotal	33	30	33	45
Performance but no target set				1
Not Yet Available (NYA)	18	21	18	4
Not collected this year	5	5	5	4
Grand Total	54	54	54	54

Overall, at the end of the year, we are able to report on 85% of performance measures (46 out of 54) within the Corporate Business Plan which apply in 2013/14.

We are unable to report progress against 8 measures. This includes 4 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 Year End performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

(* as a % of the subtotal)

	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
Red	1	2	0	0	2	2	1	8 (17.8%)*
Amber	1	2	3	1	0	0	3	10 (22.2%)*
Green	2	8	7	3	1	3	3	27 (60%)*
Subtotal	4	12	10	4	3	5	7	45
NYA	0	1	0	3	0	0	0	4
Not collected this year/ not applicable	0	0	0	1	0	0	4	3
Grand Total	4	13	10	8	3	5	11	54

3. Highlights by Ambition

1. Community & Customers				Direction of Travel		
Outcomes: <ul style="list-style-type: none"> • 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 						
	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of people who feel they can influence decisions in their local area	Due to be collected in 2013/14	33.7%	Annual indicators - question included in the 'Living in Warwickshire' survey. Results reported in Q4.			33.5% (A)
% satisfaction with local area as a place to live.		62.89%				88.9% (G)
% satisfaction level with the quality of services received	62% (G)	86.7%	Annual indicator – question will be included in a commissioned perception survey			71% (R)
Warwickshire's Contribution to Rural Broadband Development:-						
Implementation of first phase of Broadband Extension as defined in the procurement plan	New Measures	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Commentary and Key Actions Taken						
% satisfaction level with the quality of services received Whilst the results for the % satisfaction with the quality of services received is lower than the target set for 2013/14, the actual outturn for this measure was 9% higher than when the same question was asked in 2012/13. For 2014/15, WCC will continue to ask what its customers think about the quality of services they receive through the use of a perception survey.						

2: Safety & Protection				Direction of Travel 					
Outcomes: <ul style="list-style-type: none"> Reduce further the number of people killed or seriously injured on Warwickshire's roads Proactively maintain the highways network to a safe standard, working with partners to do so Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions 		<ul style="list-style-type: none"> 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					
Year End	Red, 2	Amber, 2	Green, 8	NYA, 1					
Qtr 3	Red, 2	Amber, 2	Green, 7	NYA, 2					
Mid Year	Red, 3	Amber, 3	Green, 5	NYA, 2					
Qtr 1	Red, 3	Amber, 2	Green, 6	NYA, 2					
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)	282 (G)	288 (G)
Number of children who are subject of a child protection plan				49 (A)	46 per 10k	48 (A)	52 (R)	50 (A)	47 (A)
Children who are both looked after and subject of a child protection plan				65 (R)	48	55 (R)	56 (R)	55 (R)	41 (G)
Alcohol related admissions for under 18s (rate/100,000)				58.32 (G)	60				NYA
Number of repeat safeguarding referrals				13 (G)	11.9	11 (G)	11.9 (G)	11.9 (G)	10.7 (G)
% of people who use services that feel safe is in top quartile of comparator group				No (R)	Remain in top quartile				Yes (G)
Incidents of serious acquisitive crime per 1,000 population				11.05 (G)	11.04	10.9 (G)	10.84 (G)	10.77 (G)	10.78 (G)
Adult drug users exiting treatment successfully (see data note 2)				10.1 (R)	10	10 (G)	11 (G)	11 (G)	14.2 (G)
Incidents of all anti-social behaviour				20,164 (G)	20,163	19,473 (G)	20,371 (A)	20,029 (G)	19920 (G)
Incidents of serious violent crime per 1,000 population				4.77 (G)	4.76	5.35 (R)	4.94 (A)	4.81 (A)	4.77 (A)


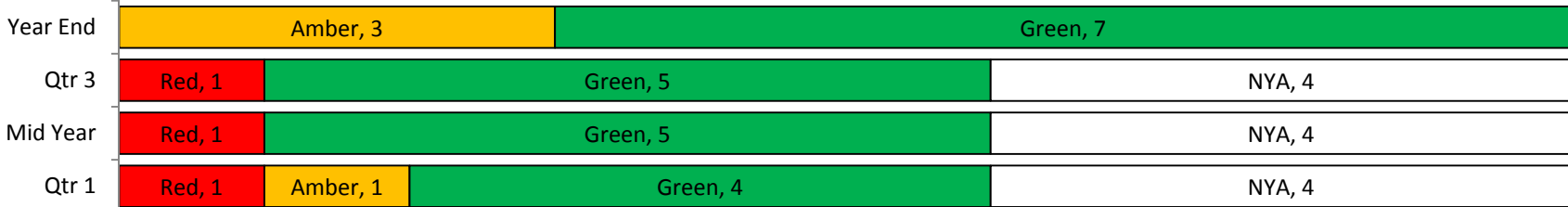
Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of fire related deaths which were preventable per 100,000 pop.	0 (G)	0	0 (G)	0 (G)	0(G)	0 (G)
No. of fire related injuries per 100,000 population	11 (G)	10	20 (R)	18 (R)	18 (R)	22 (R)
The economic cost of fire for Warwickshire	£11,324,256 (G)	£11,324,255	£11,437,497 (A)	£12,200,000 (A)	£11,324,000 (G)	£12,717,310 (R)


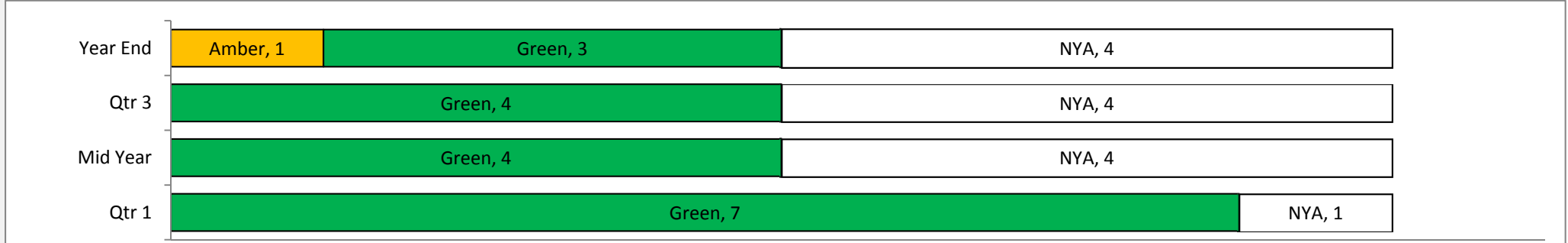
Commentary and Key Actions Taken

Alcohol related admissions for under 18s (rate/100,000) These figures are provided nationally on the Local Alcohol Profiles for England(LAPE) website which has not been updated since the 2012/13 year-end figures were uploaded in September 13.

No. of fire related injuries per 100,000 population: There have been 22 fire related injuries reported in 15 incidents, occurring across the County during 2013/14, this compares to 11 in the previous year. Although there has been an increase in the number of injuries these numbers are still exceptionally low compared to other Services. As injuries are reported trend analysis is completed to ensure that any emerging trends or issues are identified and targeted proactive safety initiatives are implemented.

The economic cost of fire for Warwickshire: At the end of the year the economic cost of fire has increased compared to the previous year by £1.4 million or 12.3%. There have been decreases in all of the sub categories of fire apart from vehicle fires. The main reason for the increase in the cost of fire is the increase in fire related deaths and injuries. There was an increase of £1.1 million in the cost of injuries and the 2 non preventable deaths doubled last years related cost.

3: Care & Independence		Direction of Travel 				
Outcomes: <ul style="list-style-type: none"> Fulfil our duty of care to older and vulnerable people Ensure that all those eligible are offered an adult care personal budget Increase the scope of re-ablement services Working with partners to improve number of older people living independently in their own homes 		<ul style="list-style-type: none"> Embrace the Public Health Service within our responsibilities to improve the health of the County's population The successful transfer of the Public Health Service to the Local Authority Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it. 				
						
Measures	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	71.6% (A)	75%				72.3% (A)
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%				70.3% (G)
% of older people (65+) who are still at home after 91 days following discharge from hospital	82.2 (G)	87%				87.9% (G)
Delayed transfers of care between social care and health per 100,000 population	13.1 (A)	11	11 (G)	10 (G)	9.5 (G)	8.8 (G)
Admissions to residential care homes per 100,000 population	712.9 (R)	530	700 (R)	714.5 (R)	714.5 (R)	546.8 (A)
% of people using social care who receive self-directed support	70.7% (G)	65	72 (G)	72 (G)	75 (G)	76.3% (G)
% of customers not needing on-going social care 91 days after leaving Reablement	62% (A)	63	62 (A)	65 (G)	65 (G)	62% (A)
% of Reablement customers where one or more agreed outcomes are fully met	81% (G)	85				85.7% (G)
% Delivery of the County Council's new & continuing duties to improve public health	Not applicable until 2013/14	100%	100% (G)	100% (G)	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)	100% (G)	100% (G)
Commentary and Key Actions Taken						
The proportion of people who use service and carers who find it easy to find information about support - This indicator is a combination of the results of the carer and customer surveys, this year only the customer survey was run meaning we use last year's results from the carer survey.						

4: Enterprise, Transport & Tourism					Direction of Travel 																					
Outcomes: <ul style="list-style-type: none"> 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 			<ul style="list-style-type: none"> 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. 																							
 <table border="1"> <caption>Performance Progress Data</caption> <thead> <tr> <th>Period</th> <th>Amber</th> <th>Green</th> <th>NYA</th> </tr> </thead> <tbody> <tr> <td>Year End</td> <td>1</td> <td>3</td> <td>4</td> </tr> <tr> <td>Qtr 3</td> <td>0</td> <td>4</td> <td>4</td> </tr> <tr> <td>Mid Year</td> <td>0</td> <td>4</td> <td>4</td> </tr> <tr> <td>Qtr 1</td> <td>0</td> <td>7</td> <td>1</td> </tr> </tbody> </table>							Period	Amber	Green	NYA	Year End	1	3	4	Qtr 3	0	4	4	Mid Year	0	4	4	Qtr 1	0	7	1
Period	Amber	Green	NYA																							
Year End	1	3	4																							
Qtr 3	0	4	4																							
Mid Year	0	4	4																							
Qtr 1	0	7	1																							
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	8,490 (G)	6,200	6,450 (G)	6,450 (G)	6,450 (G)	6,450 (G)																				
The number of individuals undertaking Apprenticeships in Warwickshire	3,800 (G)	3,400	3,800 (G)	3,800 (G)	3,800 (G)	3,800 (G)																				
The number employed in key target growth sectors of the sub regional economy (LEP)	146,000 (G)	150,000	150,000 (G)			NYA																				
The number employed in key target growth sectors of the Warwickshire economy	99,400 (G)	100,000	100,000 (G)			NYA																				
% Businesses reporting skills shortages (LEP)	NYA	31%	31% (G)	To be undertaken in 2014/15																						
WCC cost per passenger journey on WCC supported services	£0.76 (G)	0.75	0.75 (G)	0.75 (G)	0.75 (G)	0.76 (A)																				
Length of highway network where surface treatment was achieved (kms)	210.7 kms (R)	250	250 (G)	250 (G)	257 (G)	277 (G)																				
Length of highway network where maintenance is needed	TBC	No target set				583.5km																				
Commentary and Key Actions Taken																										
<p>The information on the number of individuals undertaking Apprenticeships is based on annual information that is reported to us a year in arrears and therefore the information reported in the table above is based on the number of apprenticeships as at the end of 2012/13. The final 2013/14 figure for the number of people employed in key target growth sectors is expected to be released by the Office of National Statistics by October 2014 and a revised out-turn figures for 2012/13 show an improvement on the results previously reported.. The % of businesses reporting skills shortages is taken from a survey conducted by Coventry and Warwickshire Chamber of Commerce, the Chamber have not undertaken the survey this year and therefore, we are unable to report a result for this financial year. However, the survey will be reinstated in 2014/15.</p>																										

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. Q4 information is currently being validated, an estimate has been provided based on data released in July 2013. Actuals are due in August.

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

Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
Residual household waste per household (see data note 1)	500.36kg (A)	473kg		509 (A)	506.97 (A)	473 (G)
The % CO ² reductions delivered through Corporate Projects	32% (G)	2.5% reduction	10% increase (R)	13% increase (R)	13% 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)	170 (R)	161 (R)

Commentary and Key Actions Taken

The % CO² reductions delivered through Corporate Projects

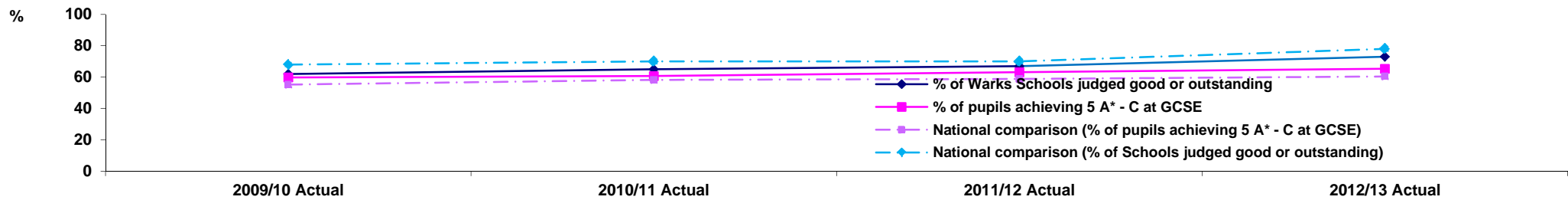
In 2010/11 and 2011/12 WCC was able to report on a total of only 93% of its total carbon dioxide emissions from electricity, gas and heating oil consumption but this increased in 2012/13, following CRC changing the rules. This resulted in having to report on an extra 8% of property by floor area and therefore, that has resulted in us being able to report on a like for like basis. The 13% increase as reported is based on 43,030 tonnes CO₂ reported in July 2013 compared to 37,978 tonnes CO₂ reported in July 2012. 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.

Extra Care Housing Units

The targets set for this indicator were set at the start of the programme. Overall the programme is on course to meet its targets, both in extra care units being delivered and savings achieved to date but there have been delays relating to the building of some of the schemes, e.g. securing of planning consents and implications of bad weather such as rainfall levels.

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



Measures (Academic Year September – August)	2009/10 Academic Yr	2010/11 Academic Yr	2011/12 Target	2011/12 Academic Yr	2012/13 Target	2012/13 Academic Yr
% of Warwickshire schools judged good or outstanding by Ofsted	62%	65%	66%	67% (G)	68%	73% (G)
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59.8%	60.7%	65%	63.1% (A)	65%	65.3% (G)

Commentary and Key Actions Taken

All 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. The performance results above are for the academic year 2012/13 and show an increase in performance over the last 4 years. Results for the current academic year will be available in the Autumn 2014

Financial Year 2013/14



Data Notes

1. 2012/13 data has been published (Dec 2013) 16.50% of children in year 6 are reported as obese. 2013/14 data is due August 2014

Measures (Financial Year April 2013 – December 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)	3.6% (G)	3%	3.6 (R)	3.6 (R)	3.6 (R)	3.6 (R)
Prevalence of breast feeding at 6 – 8 weeks from birth	44.02% (A)	50%	50% (G)	50% (G)	50% (G)	44 (R)


Measures (Financial Year April 2013 – December 2013)	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of children in year 6 who are obese	17.38% (R)	17%	17% (G)	17% (G)	17% (G)	17 (G)

Commentary and Key Actions Taken**Prevalence of breast feeding at 6 – 8 weeks from birth**

The data requires refresh for South Warwickshire where data validation has not yet been completed. There is an action plan in place with partners to assure that all relevant front line staff and services support and encourage mothers to breastfeed. The action plan is being reviewed by the Warwickshire Breastfeeding Strategic Group and will be revised and monitored to ensure momentum is continued and all partners are working towards increasing breastfeeding rates. All partners in the group work collaboratively and passionately to ensure that mothers are offered and given support and that front line staff have the competencies to encourage and support mothers to breastfeed. The breastfeeding strategy group is exploring the addition of positive messages about breastfeeding on the Public Health twitter and face book feeds.

% of 16-18 year olds who are not in education, employment or training (NEET)

The 2012/13 figure reports on the average NEETs figure across November 2012, December 2012 and January 2013. This is published by the DfE in the following June. Therefore in March 2014 the latest data available is 2012/13 NEETs. The LA has set challenging targets in order to move towards RPA of 100% participation by 2015. Budget savings and changes to the LA duties have all impacted on progress towards reducing NEETs.

7: Organisation						Direction of Travel	
Outcomes: 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				
Year End	Red, 1	Amber, 3	Green, 3	NYA, 1	NA, 3		
Qtr 3	Red, 1	Green, 2	NYA, 5	NA, 3			
Mid Year	Green, 3	NYA, 5	NA, 3				
Qtr 1	Amber, 1	Green, 3	NYA, 4	NA, 3			
Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End	
% Increase in satisfaction with service provision		5		5 (G)		5 (G)	
Number of Service Reviews delivering full business case to schedule	7 (R)	12	12			12	
Complete the JSNA refresh to support commissioning decisions	Yes (G)	Yes					
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire	Yes (G)	Yes					
The annual governance is accepted without qualification by the Council's external auditors	Yes (G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)	
Net variation to budget	5.1%	+/- 1%	-0.3%	-1%	2 (R)	-4.5% (R)	
% of our retained operational property portfolio having optimum utilisation	90% (G)	95%	91%	95 (G)	95 (G)	90 (A)	
% of staff who are flexible workers							
% 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)						
Commentary and Key Actions Taken							
Net variation to budget The overall variation to net budget (including business rates and dedicated schools grant) is -5%. This includes the late receipt of national grants and ring fenced funding. Detailed reasons for individual Business Unit variations are contained in the outturn report". % of staff who are flexible workers							


We are unable to report on the proportion of staff who are flexible workers. In order to accurately record this information, structural changes to HRMS are required and whilst a change request has been made, there is currently no capacity within the HRMS support team to do this as it not currently a high priority for the Organisation. However, once the change has been made and officers are able to record whether they are flexible workers or not, we can capture and report on it with much more accuracy. In the interim, Heads of Service will be asked to identify the numbers of staff with flexible working agreements in place in order to help the Organisation understand how flexible the current workforce is.

Going for Growth Performance Reporting Year End 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 and Resources Group being responsible for one each and Communities responsible for four of the agreed measures.



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

Measure	Target	Progress to Date	DoT
<p>Number of individuals undertaking apprenticeships within the County:</p> <ul style="list-style-type: none"> With WCC (as internal employees) Outside WCC (with external employers) 	<ul style="list-style-type: none"> 40 Apprentices working within WCC, Apprenticeship Hub to have worked with SME businesses to enable 100 additional Apprenticeship vacancies in Warwickshire, 2900 residents of Warwickshire starting an Apprenticeship programme in the year 	<p>WCC recruited 34 Apprentices in 2013/14 bringing the total Apprentices working for WCC at 31st March 2014 to 41.</p> <p>The Warwickshire County Council 'Get an Apprentice' Page had 1251 Unique Page views in the 13/14 year and we engaged directly with 152 businesses from which 48 vacancies have either been recruited to or are being recruited at present. We are unable to ascertain how many of the 1251 unique views of the webpage or informal discussions at Business to Business events have led to businesses recruiting.</p> <p>We have also helped employers already engaged in Apprenticeships in the recruitment process to advertise over 200 vacancies via our websites & social media presence.</p> <p>The second external page - Warwickshire.gov.uk/apprenticeships –which gives more information around what it is to be an apprentice had 5338 unique views over the same time period showing a high demand for Apprenticeships.</p> <p>The data from the National Apprenticeship Service for the academic year (August 2012-July 2013) is showing Apprenticeship starts have increased in Warwickshire, resident's (All age) year on year by 12.8% to 5163</p>	

Appendix U - Going for Growth

Measure	Target	Progress to Date	DoT
		against a statistical neighbour growth of just 2.5%, a regional growth of 3.8% and a national fall of -1.5%. Finalised year end data has not yet been released.	
<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"> Design and build tender accepted January 2014 	<p>The scheme has now been divided into two distinct packages: Package 1 (new stations at Bermuda Park and Coventry Arena plus platform lengthening at Bedworth) and Package 2 (train service frequency improvements). The main reason for this is a national shortage of diesel rolling stock required to operate the additional services from the original start date of December 2015.</p> <p>On the 13th February 2014 Cabinet approved the submission of a joint 'Final Approval' Major Scheme Funding submission by Warwickshire County Council, Coventry City Council, and Centro to the Department for Transport for funding to deliver Package 1. The submission has now been approved and construction will start in the Summer (2014) with completion and stations opened by Summer 2015. The delivery timescales of Package 2 will be decided during 2014. At present the earliest additional rolling stock could become available is during 2016/2017.</p>	
<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 employment which could result in a further 1900 and 18Ha of employment during the Plan period.</p>	<ul style="list-style-type: none"> Secure land via an option agreement and submit a planning application both by mid 2013. 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. 	<p>The purchase of the land required for the scheme was completed in March and advance works including fencing, ecology mitigation and archaeological investigation will begin in May 2014 in preparation for the main works.</p> <p>An additional planning application to allow for surplus topsoil to be retained on site and considerably reduce the amount of road haulage has been submitted. The topsoil would be spread over a field at a depth of 300mm – 400mm.</p> <p>Tenders for the works are expected to be invited in May 2014 and returned in July 2014. Works are still planned to commence at the end of August 2014. Highways Agency (HA) element of the overall scheme is still programmed to begin construction in March 2015.</p>	

Appendix U - Going for Growth

Measure	Target	Progress to Date	DoT
<p>Deliver Superfast broadband as an aid to economic growth</p>	<ul style="list-style-type: none"> To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband services of at least 2Mbps available to 100% of properties. 	<p>The phase one project is now fully into installation mode and the overall project is within budget.</p> <p>We are able to report at the year-end that the installation timescales are ahead of schedule (as agreed as part of the contract) and as a result, the first cabinet will be going live in Snitterfield school in April 2014. A further 48 cabinets are live and ready for service across the CSW sub-region and another 22 are certified for production and at the end of March 2014, 150 cabinet surveys have been completed with 130 build order raised.</p> <p>We have also published a 12 month rolling plan to give citizens the maximum advance information available on planned roll-out. We have also connected the first Council premises to the PSN network using BDUK developed connections</p> <p>We have also submitted a bid for further matched funding from BDUK for the Superfast Extension Scheme which should allow us to extend Broadband to 95% of premises in both Warwickshire and the sub-region. The Council have approved £3.68million pounds of funding from the Growth fund to underwrite this bid.</p>	
<p>No of Looked After Children aged 16-19 involved in work based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).</p>	<ul style="list-style-type: none"> 	<p>In January 2014, the Virtual School reported improvements on the preceding year, that:</p> <ul style="list-style-type: none"> 21% (compared to 20% in 2012) achieved 5 A*-C (inc English & Maths) and this is higher than our 10 statistical neighbours; 43% (compared to 23% in 2012) achieved 5 A*-C; and this is higher than 9/10 statistical neighbours, with the average being 33.1% 77% (compared to 74% in 2012) achieved some qualification (of this cohort 65% have SEN (registered or statement) and 14% are unaccompanied asylum seekers). <p>The Get Ready for Adult Life Service (Leaving Care) Service are currently reviewing the Care2Work Plan and will be available for the next quarter. We will be providing leaving care workers with additional training around</p>	

Appendix U - Going for Growth

Measure	Target	Progress to Date	DoT
		<p>employability from NCAS and budgeting from Citizens Advise Bureau.</p> <p>The Service is being designed, to be centralised to create a single service from 16 years until the end of the leaving care service, this will have 2 office bases to cover the north/south of the county. This will be under one Operations Manager and will promote EET.</p> <p>We have been successful in securing some funding to improve engagement and outcomes in STEM subjects. This will involve mentors to support young people and a range of other activities to promote achievement. This will continue until March 2015.</p> <p>The Tiffin Club continues to raise funds to provide supplementary support for looked after children and care leavers. They continue to offer mentors for our young people and are planning to re-launch this scheme soon and developing employability opportunities.</p> <p>The Baradell Fund has provided more grants to care leavers to support their achievements in employment or education.</p>	

Corporate Services Overview & Scrutiny Committee

4th September 2014

County Farms and Smallholdings Strategy 2010 – 2025 Review

Recommendation:

That the Corporate Services Overview and Scrutiny Committee consider this report and comments upon the strategy appended to this report.

1.0 Background

1.1 The purpose of this report is to review the County Farms and Smallholdings Strategy 2014-2025 and retention of the Smallholdings Estate. There are 4 appendices:-

Appendix 1 - The current Warwickshire County Farms and Smallholdings Strategy 2010-2025

Appendix 2 - County Farms and Smallholdings Estate Profile 2014

Appendix 3 – County Farms and Smallholdings Estate Profile 2010

Appendix 4 – Options for the estates strategy considered in 2010

1.2 The Council has had an interest in smallholdings and allotments since 1892 when an Allotments and Smallholding Committee was formed. A brief history of how the County Farms and Smallholdings estate (the Estate) was assembled and the key national policy and legislation affecting smallholdings is set out as an Appendix in the County Farms and Smallholdings Strategy 2010-2025

1.3 In 2010 the County Farms and Smallholdings Strategy 2010 -2025 (the Existing Strategy), for the management and future direction of the Estate was endorsed by Full Council at its meeting on 29th June 2010.

1.4 Full Council unanimously agreed on a 15 Year Smallholdings Strategy to be reviewed every 5 years. The Council is undergoing significant changes to deliver the savings targets via the One Organisational Plan / Medium Term

Financial Plan and Corporate Overview & Scrutiny Committee has requested to review the strategy now, rather than in 2015 as scheduled.

1.5 A cross party member Task & Finish Group was established in 2009 to guide and inform the formulation of the Existing Strategy. At the Full Council meeting on 29th June 2010 the following Options were considered:

- Option 1: Early Wholesale Disposal
- Option 2: Disposal, retaining only land with development potential
- Option 3: Estate enhancement
- Option 4: Status Quo

1.6 Option 4 was adopted and we are now undergoing the first formal review since the Existing Strategy was put in place in 2010.

1.7 Prior to 2010 rental income for the Estate was low with a significant backlog of maintenance. The Estate is now much improved. Previously the priority need was to address maintenance of the existing infrastructure in accordance with lease agreements and compliance with legislation e.g. Nitrate Vulnerable Zone (NVZ) compliance.

2.0 Progress since adoption of the Existing Strategy

2.1 Since the 2010 Review the Existing Strategy has proved successful, resulting in significantly improved holdings, which command good levels of interest when available to let and an improved financial return for the Council. The summary of enhancements to the Estate since 2010 comprise:

- Farm houses and cottages, to be retained, brought up to Decent Home Standards
- All Dairy Farms to be retained are NVZ compliant
- Maintenance backlog being addressed, Stock Condition Survey carried out in 2014 shows maintenance liability decreased.
- Increased Rental Income by 30% since 2010.
- Reduction in protected Tenancies and age profile of Tenants as shown in update Profile at Appendix 2.
- Further surplus properties identified on Rural Asset Plan
- Process of amalgamation started to make viable full time holdings

3.0 Key Issues

3.1 The following are considered to be the key issues that need to be addressed in respect of the Estate.

3.2 Restructuring the Estate

3.3 The current Estate comprises 48 smallholdings and 22 bare land tenancies. 31% of smallholdings are less than 60 acres in size. Smaller holdings, whilst

allowing easier entry into farming for new tenants are generally less sustainable and less financially viable. Tenants need to secure employment off the farm, at least on a part time basis. We will seek to reduce the number of smaller scale holdings by pursuing opportunities to amalgamate holdings and / or bare land as and when possible to create fewer but more sustainable farms, with higher rents. This proposal gives greater opportunity to improve the standard and level of fixed equipment at the smallholdings, thereby improving the viability of any opportunities that are offered, and promote movement through and off the Estate.

3.4 We will seek to restructure the Estate with the ambition to increase the number of larger farms by amalgamation. There are currently fourteen 40 to 60 acre farms, seven of these have potential to be merged or amalgamated with other farms to produce more productive holdings.

3.5 Where there are no opportunities for amalgamation, smallholdings can be retained to provide easier entry for new tenants (potentially on shorter lease terms), or as alternative accommodation for retiring Council smallholdings tenants thus releasing larger smallholdings.

3.6 We will seek to dispose of surplus farmhouses and cottages as and when they become available, where not attached to a retained holding, or needed for a retirement holding. These properties are not required for operational purposes of the Estate. This proposal will reduce maintenance liability and generate capital receipts.

3.7 Disposal of parts of the Estate for development

3.8 The Estate still provides the Council with a significant source of capital receipts and it is estimated that a further 411 acres, equating to just over 8% of the Estate has the potential for development in the next 15 years. The Estate's role as a 'land bank' is very important but clearly is a diminishing asset, if not replaced. Rental income has increased by 30% since 2010, however if the size of the Estate diminishes, as a result of disposing of land for development or surplus property, total rental income produced by the Estate is likely to reduce over time.

3.9 The Council continues to promote large scale strategic development sites – see the Reports to Cabinet “Earmarking Capital Income Relating to Property Transactions” at its meeting on 25th March 2014 and “Disposal of Strategic land” at its meeting on 17th October 2013.

3.10 Strategic acquisition of replacement land

3.11 With the exception of land at South West Warwick, which was sold by the Council in February 2014 as a major residential development site, recent disposals of land within the Estate have been small scale.

3.12 Potential capital receipts for the disposal of smallholdings land are very significant if the Council is successful in securing planning permission for the large scale strategic development sites, see the referenced reports mentioned in para 3.9 above.

3.13 Disposals of significant parcels of the Estate will affect the viability of the remainder of those affected holdings and the Estate generally. Rent income levels will reduce, along with capital asset value. It is considered good practice to actively pursue options for investment in replacement land which offer significant improvement to the Estate and the attainment of its objectives. Where such land is close to existing holdings which prove to have long term development potential, there is the possibility of collateral benefit in the form of future capital receipts.

3.14 The Council has limited capital resources so any re-investment in the Estate would have to be justified as part of the setting of the overall capital programme.

3.15 Traditional Buildings

3.16 We will seek to address the issue of traditional buildings which have little or no value for agricultural use and are often a drain on the maintenance budget. Opportunities to dispose, or redevelop such buildings for an alternative use should be considered where continued operation of the holding is not adversely affected. Revisions to national planning policy should assist with potential conversions. The maintenance backlog liability for traditional buildings on the estate is £1.1m, this forms part of the total maintenance liability from the Stock Condition Surveys completed in March 2014.

3.17 Succession Policy / Letting Policy

3.18 We will seek to reduce the number of lifetime and retirement Agricultural Holdings Act 1988 smallholdings tenancies as swiftly as possible in order to give young entrants the opportunity to lease a smallholding and increase rental income by granting a fixed term Farm Business Tenancy (FBT) which provides a market rent, less maintenance liability for the Landlord and a greater amount of flexibility. Whilst Council smallholding tenants do not enjoy succession rights (i.e. no right for a tenancy to be granted to successive generations of the tenant's family), opportunities exist where a lifetime or retirement tenancy can be surrendered, by agreement, in return for a new FBT being granted to the existing tenant's child / children, or in joint names including the existing tenant.

3.19 It is proposed that where a suitable candidate satisfies the evaluation criteria to become a new Council smallholding tenant, including providing a viable business plan to the Council that a new FBT is granted accordingly. This proposal also gives the Council the opportunity to seek to write off the existing

tenant's capital improvements over the period of the FBT to minimise any compensation payments by the Council.

- 3.20 The current letting policy has proved successful with a number of younger, diverse farming enterprises being established within the Estate. A break clause is now included in leases to new tenants in the event of significant failure to achieve the targets set out in their approved business plan.

4.0 Next steps

- 4.1 That the findings and recommendations of the Corporate Services Overview and Scrutiny Committee inform the preparation of a revised County Farms and Smallholdings Strategy.

5.0 Background papers

27 May 2010 Cabinet Report Agenda 6 "County Farms and Smallholdings Strategy 2010 – 2025".

List of Appendixes:

- Appendix 1 County Farms and Smallholdings Strategy 2010-2025
Appendix 2 County Farms and Smallholdings Estate Profile 2014
Appendix 3 County Farms and Smallholdings Estate Profile 2010
Appendix 4 Options for the Estate's Strategy considered in 2010.

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Warwickshire County Farms and Smallholdings

Strategy 2010 – 2025



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Cover Photo: Potato Harvesting at Heanley Farm, Hurley

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Warwickshire County Farms and Smallholdings: Estate Profile 2010
- published as separate document

Foreword by Portfolio Holder



The County Farms and Smallholdings Estate has been a part of Warwickshire County Council since the end of the nineteenth century. The key purpose of the Estate is to provide an entry into the industry for young aspiring farmers and to provide opportunities for rural enterprise. County Farms have an important role in providing such opportunities, enabling new entrants to build up stock and equipment. The Estate contributes significantly to the county in terms of promoting sustainable rural communities, biodiversity, local food production and the protection and enhancement of the Warwickshire landscape. The capital asset value of the Estate has increased significantly over the years and provides the Council with a regular and valuable source of capital receipts. This new strategy for County Farms and Smallholdings balances these priorities, giving tenants and officers a clear sense of direction and, just as importantly, ensures value for money for the Warwickshire taxpayer.

Cllr Alan Cockburn
Lead Portfolio Holder Decision Making

1. Executive Summary

1.1 The Strategy sets out the current position, including the size of the council's smallholdings estate, its location, the people who work on it and the activities they undertake an includes a review of the wider national and global agricultural context. It sets out a vision and strategy for the estate over the next fifteen years in the context of the council's current policies and its corporate priority to 'develop sustainable places and communities'. It lays out a set of ten policy principles for the management of the estate and twelve policies that the council will apply in relation to tenants and the councils day to day relationship with them including the role of elected members.

2. Vision

2.1 The vision is for a well managed estate with thriving and sustainable farms and rural businesses. It is for an estate that places sustainable agriculture at the centre of its mission and makes a major contribution to local food and farming by supporting existing tenants and providing opportunities for new entrants into agriculture.

2.2 County farms and Smallholdings can make a significant contribution to the council's core priorities, particularly 'Developing sustainable places and communities' by:

- (i) Promoting sustainable development and opportunities for sustainable agriculture and food production, through supporting tenants in farm diversification, developing local food links and enabling local people to develop local food initiatives including allotments and community supported agriculture projects.

- (ii) Sustaining and enhancing the resilience of rural communities by providing a diverse mixture of employment and good quality housing, so contributing to narrowing the gaps in those communities
- (iii) Providing opportunities for new entrants into agriculture who lack the capital needed to purchase a farm
- (iv) Respecting and enhancing the landscape, biodiversity and historic environment of the county

3. Corporate Policy Context

3.1 The purpose of the strategy is to provide direction for the management of the smallholdings estate over the next fifteen years, in the context of the council's existing policies and strategies including specifically, the council's:

- (i) Asset Management Plan.
- (ii) Capital receipts strategy.
- (iii) Affordable Housing Strategy.
- (iv) Climate Change Strategy.
- (v) Biodiversity Strategy and
- (vi) Environmental Sustainability Policy.

4. The Estate and the Agricultural Sector

4.1 The County Council has had an interest in smallholdings and allotments since 1892 when an Allotments and Smallholding Committee was formed. A brief history of how the estate was assembled, together with a summary of recent reviews of the estate and the key national policy and legislation affecting smallholdings is set out in **Annex 1**.

4.2 The estate is diverse and a significant presence in Warwickshire's rural communities, extending to over 2,000 hectares (5,000 acres), with forty six fully equipped farms. It provides an opportunity for people without significant resources, by letting out farms and smallholdings, mostly small in size, to start careers in agriculture, horticulture and rural enterprises. The Estate Profile (see **Annex 2**) gives a comprehensive picture of the Council's current holdings, including their location, the people who work on them and the activities they undertake.



Box 1 provides a snapshot.

Box 1

Warwickshire County Council's Farms and Smallholdings: a snapshot of the estate in 2010.

- It totals just over 2,000 hectares (5,000 acres) representing 1.3% of the agricultural land in the county.
- Had a value of £22.3million in 2009 (subject to existing land use and tenancies), an increase of 236% since 2003.
- Is made up of forty six fully equipped farms i.e. those comprising house, agricultural buildings and farm land.
- Has a further twenty cottages, many in need of renovation.
- Includes twenty six 'land only' holdings. These account for less than 15% of the estate.
- Has an annual revenue income of £540,000.
- Has a good mix of enterprises including dairying, mixed livestock, arable and horticulture.
- Is mainly composed of small 'entry level' holdings, typically 20-60 hectares.
- Has a high age profile of tenants, with many past normal retirement age.
- Has a 33% uptake of the Government's grant scheme for environmental stewardship of farm land, the Entry Level Scheme.

- 4.3 The council's farms and smallholdings operate like all other farms, in a global market, with extensive regulatory and fiscal regimes including national and European Union subsidies and incentives. Several of these are relevant to the economic health of the estate in the future.
- 4.4 The Single Farm Payment (SFP) is the principal agricultural support scheme in the European Union. Worth approximately £200 per hectare, all farm tenants on the Warwickshire Smallholdings Estate, except those on the very smallest holdings, will be in receipt of SFP support. The SFP is linked to a range of environmental and regulatory requirements under a scheme of 'cross compliance'. Together with the 'decoupling of subsidy from production' under SFP arrangements and the top up payments available through the Entry Level and Higher Level grant schemes, this affords opportunities for land to be farmed in more environmentally sensitive ways.
- 4.5 The future of the SFP is likely to be the biggest influence on the future of the sector. The subsidy is currently planned to end in 2012. It is not known if it will continue, be replaced by another form of subsidy, or end.
- 4.6 Market conditions within the sector are notoriously volatile with commodity prices subject to world markets/harvests. For stock farmers the relative value of Sterling against the Euro is significant as is the disease status of the national herd(s)/flock(s). Some small producers manage to mitigate these fluctuations by maximising 'added value', for example by secondary processing of produce, 'farm gate' sales, niche marketing, becoming organic, and/or through 'farm diversification'.

- 4.7 There is an increasing interest in food traceability, 'food miles', local and seasonal produce, community growing, allotments, the organic movement and healthy eating which the estate is in a position to contribute to.
- 4.8 All land in the county is within a Nitrate Vulnerable Zone and this places duties on both landlord and tenant, e.g. adequate storage, handling and disposal of slurry and silage effluent, mainly from dairy farms. Work is under way, with tenants, on capital improvements such as new slurry stores.
- 4.9 The levels of capital investment required to start in agriculture, makes the Council's smallholdings a vital element within the tenanted sector locally. It is often these new entrants who become the innovators that revitalise the sector and ensure growth in years to come. The tenanted sector for small farms has generally been in decline due to the amalgamation of farms since the 1960's.
- 4.10 The farmhouses and cottages on the estate have a similar status to other public sector residential properties. Decent homes are important for the health and well-being of those living in them. The condition of some dwellings on the estate is a cause for concern.
- 4.11 A pro-active approach to management of the estate is being implemented. This includes seeking to encourage tenants who are no longer actively farming a holding themselves to surrender the tenancy, in order that the holding be made available for new entrants to the industry. In some instances, this will require offering alternative accommodation e.g. through appropriate affordable housing developments, in line with the Council's recently adopted strategy, or in refurbished cottages on the estate.

5. Strategy

- 5.1 This Strategy for Smallholdings supports the core Council priority:

'Developing Sustainable Places and Communities'

The objectives that the Council seeks to pursue in maintaining a smallholdings estate are to:-

- (i) Promote rural resilience by identifying and developing successful farming and associated small business activities, identifying and bringing forward affordable housing opportunities and enhancing local food links.
- (ii) Support sustainable development by promoting environmentally appropriate systems of farming, waste minimisation and renewable energy opportunities on farms.
- (iii) Promote good stewardship of the land and the enhancement of the landscape and biodiversity.
- (iv) Ensure high levels of animal welfare on all farms.

- (v) Develop opportunities for Education for Sustainable Development in association with local schools and colleges.
- (vi) Maintain a stream of significant capital receipts from the selective disposal of land identified as having development potential through the planning process, to support the council's wider objectives and in doing so provide value for money for the Warwickshire council tax payer.

6. Policy Statement

6.1 The estate will be managed according to a set of principles that reflect these objectives. These General Policy Principles are:

- a. The estate will be managed so as to optimise benefits for the people of Warwickshire both as council taxpayers and as residents, to maximise their quality of life.
- b. The estate will be retained as an important strategic asset ('land bank') for Warwickshire County Council to enable the council to maximise the benefit of the asset for the people of Warwickshire.
- c. Strategic development land within the estate will be actively promoted to provide a significant continuing source of capital receipts for the council as part of its asset management strategy. Land sold for development will not be automatically replaced.
- d. Where a sound business case can be made for acquisitions to consolidate existing holdings, land can be purchased subject to capital being available. This is with the objective of maintaining a viable smallholdings estate in the longer term for the purpose of promoting sustainable development and food security.
- e. The estate will be managed in such a way as to contribute to the 'narrowing the gaps' agenda by reducing deprivation and improving the quality of life in rural areas through:-
 - (i) Improving the housing stock,
 - (ii) Supporting farm based businesses,
 - (iii) Enabling job opportunities and skills development,
 - (iv) Developing community involvement and
 - (v) Promoting access to well managed countryside.
- f. The estate will be managed so as to provide opportunities to encourage new entrants into agriculture and for appropriate expansion of existing businesses.
- h. Alternative uses and opportunities for diversification will be considered as holdings become vacant, which reflect the council's policies and priorities, as well assisting in the process of rationalising and/or amalgamating holdings to maximise their viability.

- i. The estate will be managed in such a way as to promote good stewardship of the land, to enhance the Warwickshire landscape and to conserve and further biodiversity.
- j. The estate will be managed in such a way as to safeguard the historic landscape and environment including, Sites of Special Scientific Interest , archaeological sites, listed and vernacular buildings, wetlands, woodlands, hedgerows and ancient trees.
- k. Properties on the estate will be brought up and maintained to a Decent Homes Standard as a priority for the council. Those tenants who sub let cottages will be assisted to improve those properties and achieve better rental returns.

7. Smallholdings Policies

7.1 The implementation of these General Policy Principles will be supported by specific policies towards tenants and the day-to-day relationship with them. There are three broad areas where policy translates into practice.

A. Tenancy Lettings

- (i) The Council will seek to maximise the opportunities for new entrants to the farming industry by management of the estate so as to ensure a regular turnover of tenancies. All new agricultural tenancies will be let as Farm Business Tenancies (FBT), normally with a maximum duration of twenty years.
- (ii) Where a holding is available to let, consideration will be given to an existing Council tenant whose holding with the council is to be disposed of for other purposes or substantially reduced and the tenancy has two years or more remaining.
- (iii) Where moving to a newly available holding to let, would appear to present an opportunity for business growth for one or more of the Council's existing tenants, the advertisement of the tenancy may in the first instance be confined to an internal competition from existing Council tenants.
- (iv) Where a tenancy is advertised (internally or externally), applications will be short listed and tenants interviewed by a Panel against published criteria to ensure fair and open competition that also respects the Council's equalities policies. The Panel will be constituted in accordance with the Council's constitution and comprise the Portfolio Holder and up to two other Members and relevant officers.

B. Tenancy Management

- (i) Tenants will be expected to occupy the holding and carry out their business in a way that respects the terms of the tenancy agreement(s). The Council will not tolerate absentee tenants and/or the subletting of land and/or buildings without express permission.
- (ii) Breaches of tenancy agreements will be addressed by direct communication with the tenant in the first instance so as to encourage the remedying of such a breach and to foster goodwill and cooperation. However, serious and/or persistent breaches will result in formal enforcement, referral to arbitration and/or legal action as appropriate.
- (iii) Significant breaches of animal welfare regulations will be subject to legal action via the Police, Trading Standards and/or other agencies as appropriate.
- (iv) For those tenants with retirement clauses at age 65 on Agricultural Holdings Act (AHA) tenancies, the Council will generally seek to invoke these clauses where alternative residential accommodation is, or can be made, available. The aim is to free up farms and make them available for new entrants to the industry.
- (v) For AHA tenancies without retirement clauses, the Council will seek to enter into constructive dialogue with tenants, and their advisors, to explore retirement options. Decisions will be made taking account of the wishes of the tenant, availability of alternative residential accommodation, the level of the tenants business activity on the holding, significant breaches and any other extenuating circumstances.

C. Tenant's Improvements under Farm Business Tenancies

- (i) Only improvements appropriate to the scale of the council's holding will generally be agreed. Larger scale developments to facilitate the farming of other non council land will be at the tenants risk and if necessary we will maintain this position to arbitration.
- (ii) Compensation to outgoing tenants will be based upon the actual costs incurred by the tenant at the time of construction to be agreed by the parties in advance of any improvement.
- (iii) Diversification of farm enterprises will generally be supported including through assistance with grant applications and 'signposting' to business development and training opportunities. Diversification outside of the terms of the current tenancy agreement must be agreed in advance with the Council and all relevant consents and permissions obtained by the tenant. Where diversification is appropriate and represents business growth, the Council will seek a rent increase as part of rent negotiations and/or in variations to the terms of the tenancy. Where diversification is significant, the Council in giving its consent will seek to negotiate a new agreement as an FBT, if the tenancy is not already one.

8. Monitoring and Review

- 8.1 Rental and income levels, tenant turnover, participation in recognised environmental and stewardship schemes and other indicators of the health of the estate will be monitored and benchmarked against the performance of comparable Smallholdings Authorities.
- 8.2 An Action Plan together with a review of progress on the Strategy will be produced annually as part of the Directorate business planning process. The Portfolio Holder in consultation with the Director of Environment and Economy will convene a working party of Members to meet from time to time as appropriate to scrutinise the working of the policy.
- 8.3 The Strategy will be formally reviewed every five years.

Annex 1 - History of the Estate, National Policy and Legislative Background

1. The County Council has had an interest in smallholdings and allotments since 1892 when an Allotments and Smallholding Committee was formed, with the aim of stimulating agricultural employment and arresting the decline of the small farm unit.
2. The 1908 Smallholdings and Allotments Act enabled local authorities to purchase land to create small farms to provide employment for ex-servicemen and other unemployed persons. Assemblage of the Warwickshire estate began in earnest in 1909 with the acquisition of Northfields Farm at Priors Marston, marking the start of Warwickshire County Council as a Smallholdings authority. This 198 acre farm was sub divided into several smallholdings. By 1914 a further twenty seven farms across the county totalling 1,899 acres had been acquired and divided into 5-15 acre plots which were farmed to supplement local peoples income.
3. The 1919 Land Settlement (facilities) Act provided for the development of further smallholdings and the settlement of returning ex-servicemen from the 1914-18 War. The objectives then were to create a 'farming ladder' for agricultural workers, and to address the fear of widespread post war unemployment. By the 1930's the estate had grown to some 6,656 acres and 400 smallholdings, including one acre 'horticultural strips' eight of which exist to this day. Despite the relative inexperience of tenants, many from non farming backgrounds and the agricultural depressions of the 1930's, there were few failures. Another forty nine farms were added to the estate up to the late 1930's
4. The next development of County smallholdings came with the Agriculture Act of 1947, post World War II and the 'Dig for Victory' Campaign. The general purpose of this Act was to promote stable and efficient agriculture. The provision of smallholdings was seen as 'a ladder by which experienced and otherwise suitable agricultural workers can rise from the ranks and become farmers on their own account'.
5. Regular purchases continued up to 1960 after which they tailed off, the last equipped farm purchased being Heathcote Farm, Warwick, in 1979. The Agriculture Act of 1970 made reference to the general aim of smallholdings and to the re-organisation of smallholdings estates; to amalgamate farms to provide more viable holdings. The Warwickshire estate also saw holdings amalgamated to provide more viable units in line with increased mechanisation and changes in farming practice.
6. Tenants on the County farm estates enjoyed lifetime tenancies. However, the effect of this was to stifle opportunities for new entrants. The Agricultural Holdings Act 1986 provided for retirement clauses at age sixty five to be inserted into new tenancies.
7. The advent of the fixed term Farm Business Tenancies under the Agricultural Tenancies Act in 1995 changed the position by enabling authorities to enter into

shorter fixed term tenancies, rather than the lifetime tenancies under the previous acts. Current legislation is no longer an impediment to using county farms as starter holdings.

8. A series of reviews of the estate took place during the 1990's. A review by external consultants in 1996 resulted in a number of farm disposals to sitting tenants together with the disposal of some cottages. A review in 2001 recommended:
 - (i) Developing larger holdings through further amalgamation of holdings and land purchases.
 - (ii) Disposal of peripheral land.
 - (iii) Focusing on the most economic units which were identified as the dairy farms.
 - (iv) Identifying suitable areas for social housing.

9. In November 2008 Sir Donald Curry issued a report '*The importance of the County Farms Service to the rural economy*'. It recommended that:
 - (i) County council smallholdings should be considered as an important strategic national asset that should be retained.
 - (ii) More effort should be made to support existing and future tenants on these estates to sustain their businesses.
 - (iii) There should be greater collaboration between individual county farms to help effective management.
 - (iv) Local authorities should seek to manage their disposals of land from estates 'in a more patient and thoughtful way' to maximise revenue from development sales while not undermining the principal objectives of the estates.
 - (vi) Local authorities should pay attention to the wider benefits derived from owning and managing their estates.

Annex 2 - Glossary

Agricultural Holdings Act	Former legislation that enabled County Council's to create and let Smallholdings . The act effectively created 'lifetime tenancies', many of which persist today. See also Farm Business Tenancies .
Countryside Stewardship	Scheme of grants made for farming and managing land in an environmentally sensitive manor, e.g. wide field margins for wildlife. Currently comprises an Entry Level Scheme and Higher Level Scheme (ELS and HLS respectively). Payments are to reflect the loss of income potential by farming land less intensively and/or to encourage biodiversity.
Cross compliance	The current scheme of regulation for farmers in receipt of the single farm payment under the Single Payment Scheme . Failure to comply puts payments at risk.
Decent Homes Standard	The Government standard stating that a home should be warm, weatherproof and have reasonably modern facilities, recognising that decent homes are important for the health and well-being of those living in them. The standard applies to all local authority and social housing.
Diversification	Any non agricultural business enterprise operating from an agricultural premise, e.g. farm shops, horse livery, etc.
Entry Level stewardship	See Countryside Stewardship
Farm Business Tenancies	Modern fixed term farm tenancy under the Agricultural Tenancies Act 1995. See also Agricultural Holdings Act .
Higher Level Stewardship	See Countryside Stewardship
Nitrate Vulnerable Zone	Legal designation for land within water catchments at risk of high levels of nitrates, recognising that over 60% of nitrates entering water courses do so as run-off from agricultural land, reducing Oxygen levels and compromising plant and animal life. Applies to all of Warwickshire.
Single Payment Scheme	Current scheme of agricultural support from the EU often referred to as the 'single farm payment'. It differs from previous support as the level of subsidy has been 'de-coupled' from production, i.e. payments are no longer per head of stock or per tonne of grain. Payments are linked to a scheme of cross compliance .
Site of Special Scientific Interest (SSSI)	Conservation designation and legal protection for nature and geological sites in the UK.
Smallholding	A small farm, often run by a sole trader or family on a full or part time basis.
Vernacular buildings	Built with local resources and local traditions, often contributing to the local distinctiveness and sense of place of an area.

Annex 3 - 100 Years of Warwickshire County Farms and Smallholdings



Commemorative oak tree being planted at Swan Farm, Grendon, by Cllr Barnes with tenant, Richard White, and Assistant Land Agent, Holly Hicks



Cllr Barnes, Chair of WCC, with Martin Stott, Head of Environment and Resources, with spring lambs



Cake celebrating 100 Years of Warwickshire County Farms and Smallholdings

Estate Profile

The County Farms Estate comprises 2064 hectares and was valued in 2009 at £22.36 million, and £25.71 million as at 31 March 2014.

Annual income from the estate in 2009/10 was £540,000, for the 2014/15 financial year the annual rent is forecast at £705,000. The rent increase has been achieved through a programme of rent reviews, negotiating Agricultural Holdings Act Tenancies on to Farm Business Tenancies at market rents and letting new holdings at higher rents.

Estate Profile

The number & type of tenancies on fully equipped holdings (house, buildings & land):

2014

Tenancy Agreement	No. of Farms with this agreement	
	2010	2014
Lifetime	16	13
Retirement	14	8
Farm Business Tenancy	16	24
Total	46	45*

*Shelford House Farm sold in 2013

The makeup of the estate:

- 45 fully equipped holdings.
- 26 land only holdings - majority of the land only holdings are let to estate tenants with equipped farms to improve size and viability of their holdings.
- 19 cottages - 18 cottages included within tenancies, 1 standalone cottage.
- 6 allotments - managed by the parish/borough councils; these are in Harbury, Moreton Morrell, Salford Priors, Bidford on Avon, Attleborough and Hurley. St Johns Allotments, Warwick are managed directly through Smallholdings.

There are also various horse grazing licences, fishing licences and commercial lettings across the estate e.g. Warwick International School of riding, Jubilee Pools Fishing Lakes and Bernhard Nurseries.

The range in the size of the fully equipped holdings on the Warwickshire estate.

Acres	No of Farms
Less than 20	1
20-40	0
40-60	13
60-80	8
80-100	23

Warwickshire County Farms and Smallholdings

Estate Profile 2010



For more information:

Website: www.warwickshire.gov.uk/smallholdings

Email: smallholdings@warwickshire.gov.uk

Telephone: 01926 412436

Write to: The County Land Agent
Warwickshire County Council
PO Box 43
Shire Hall
Warwick
CV34 4SX

Cover Photo Top: Harvesting at Coney Grey Farm, Ryton on
Dunsmore

Cover Photo Bottom: Dexter Cattle at Manor Farm, Ryton on
Dunsmore

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- 1. Introduction 4
- 2. The size and value of the estate 4
- 3. Tenants and tenancies 5
- 4. The makeup of the estate 6
 - 4.1 The farms – ‘Fully equipped holdings’ 6
 - 4.2 Land only Holdings 10
 - 4.3 Allotments and ‘horticultural strips’ 11
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Warwickshire County Farms and Smallholdings: Strategy 2010 – 2025
- published as separate document

1. Introduction

Farms have been owned by Local Authorities for over 100 years. Following a period of acquisitions post the two world wars, and rationalisation to produce viable holdings from the 1960's to the 1990's, some authorities have followed a policy of disposal and sold off their estates while others have continued to maintain, and in some cases increase, the size of their holdings.

This Profile of Warwickshire County Council's Farms and Smallholdings ('the estate') details the size and nature of the estate and illustrates the range of activities carried out. It also refers to a number of key issues which provide a wider context for the information provided in the Profile.

2. The size and value of the estate

There is a varied picture of estate size around the country. Warwickshire County Council's Farm and Smallholdings Estate is approximately 2,037 hectares in size. An estate review in 1995 led to a series of disposals of farms to sitting tenants resulting in a 13.8% decline in the amount of land held.

In 2009 the estate was valued at £22.36 million. This valuation is subject to existing tenancies. Annual income from the estate is currently £540,000. However, significant land within the estate has development potential. It is currently estimated that approximately 240 ha or 12% of the estate has the potential for development in the longer term.

Capital re-investment: Famington Farm, Bidford on Avon

This mixed 150 acre holding included an old set of farm buildings of historic interest together with an adjacent derelict cottage. The Council recognised that the buildings were at the end of their useful life and disposed of the old complex to a local developer, utilising the capital receipt to build new 'fit for purpose' agricultural buildings on the holding.



The size of the estate is below average when compared to some neighbouring shire counties. Table 1. shows the estate area of a number of neighbouring authorities and their proportion of the total farmed area of their county.

Table 1. Estate area and comparison with neighbouring counties

County	Estate Area (ha)	Proportion of Total Farmed Area in County
Staffordshire	3522	1.8%
Gloucestershire	3450	1.6%
Leicestershire	3000	1.5%
Warwickshire	2037	1.3%
Worcestershire	1656	1.3%

Source: DEFRA/CIPFA County Farms and Rural Estates Statistics 2007

3. Tenants and tenancies

Turnover in tenancies has been slow. Consequently the age profile of the tenants is elderly. Table 2 shows an estimated current age profile of tenants

Table 2 Age profile of tenants

Age	Proportion of tenants in age band%
60+	40
50-59	35
40-49	17
<40	7

Key Points

- 40% of tenants are above the age of 60.
- The majority of tenants, 75%, on estate farms are over 50 years of age.

Tenancy agreements for the letting of county farms fall into two main types. These are 'lifetime/retirement tenancies' under the Agricultural Holdings Act 1986 and the newer 'Farm Business Tenancies' (FBTs) under the Agricultural Tenancies Act 1995, that run for a fixed term. The County Farms and Smallholdings Estate Team seek to move tenants onto FBTs when the opportunity arises. All new lettings are FBTs. Table 3 sets out the current proportions of tenancy agreements on the estate

Farm diversification: Carpenters Farm, Warmington

Estate tenant Robert Leach has been at Carpenters farm since 1988. His primary enterprise is rearing Shorthorn cattle and a flock of Badger Faced sheep. He saw a business opportunity to market his produce direct to local and passing customers through a farm shop. A small scale shop opened in the mid 1990's, with a cutting room for preparing his meat being added in 2001. With the increasing interest in local food the shop has recently been extended. He also retails milk from another WCC farm, as well as cheeses, vegetables and speciality produce.



Table 3. number and types of tenancy agreements

Tenancy Agreement	No. of Farms with this agreement
Lifetime/Retirement	30
Farm Business Tenancy	16

Key Points

- 65% of tenancy agreements on county farms are lifetime/retirement agreements.
- Farm Business Tenancies tend to be held by those in the younger range of the tenant age profile.

4. The makeup of the estate

The estate mainly comprises a number of farms, bare land and stand alone cottages. In addition, however, there is small amount of allotment land as well as a range of commercial letting arrangements on the estate. For example Warwick Greyhound Track and the Warwick International School of Riding at Guys Cliff are part of the estate.

4.1 The farms – ‘Fully equipped holdings’

There are forty six farms or ‘county farms’ and smallholdings. These are described as ‘fully equipped’ and this refers to the presence of a farmhouse, agricultural buildings and land. These farms cover approximately 1,708 ha and make up some 85% of the area of the estate and account for approximately 80% of the estate’s income.

Farm diversification: Butlers Road Farm, Long Compton - Bed and Breakfast

Estate tenant Peter Whittaker runs a 114 acre beef enterprise on this Cotswold holding. His wife Eileen has used the farmhouse to offer B&B for a number of years. They can offer up to 8 bed places. They are Heart of England Tourist Board approved 3 star, and provide a base for family holidays in the summer and frequently take visitors round the farm buildings to see calves being born and other farming activities.



Farm holdings on the estate are dispersed throughout the county. The maps show their location. Table 4 below illustrates the number and proportion of farms and land in each borough/district.

Table 4. Distribution of farms and smallholdings by borough and district

Borough/District	Number of Farms	Proportion of all farms on estate %*	Area (ha) covered by farms	Proportion of land area of all farms on estate %*
North Warwickshire	6	13	244	14
Nuneaton & Bedworth	2	4	115	7
Rugby	13	28	439	26
Stratford on Avon	20	43	752	44
Warwick	5	11	163	10

*Total does not equal 100 due to rounding

Key Points

- Stratford on Avon District contains both the highest number of farms and the largest land area of the county farms. 43% of the county farms are in the Stratford on Avon District.
- Approximately 70% of farms are in Stratford on Avon District and Rugby Borough.
- Although Nuneaton and Bedworth Borough has just two farms, it contains the largest farm on the estate.

Table 5 shows the range in the size of the fully equipped holdings on the Warwickshire estate.

Table 5. Size of farm holdings

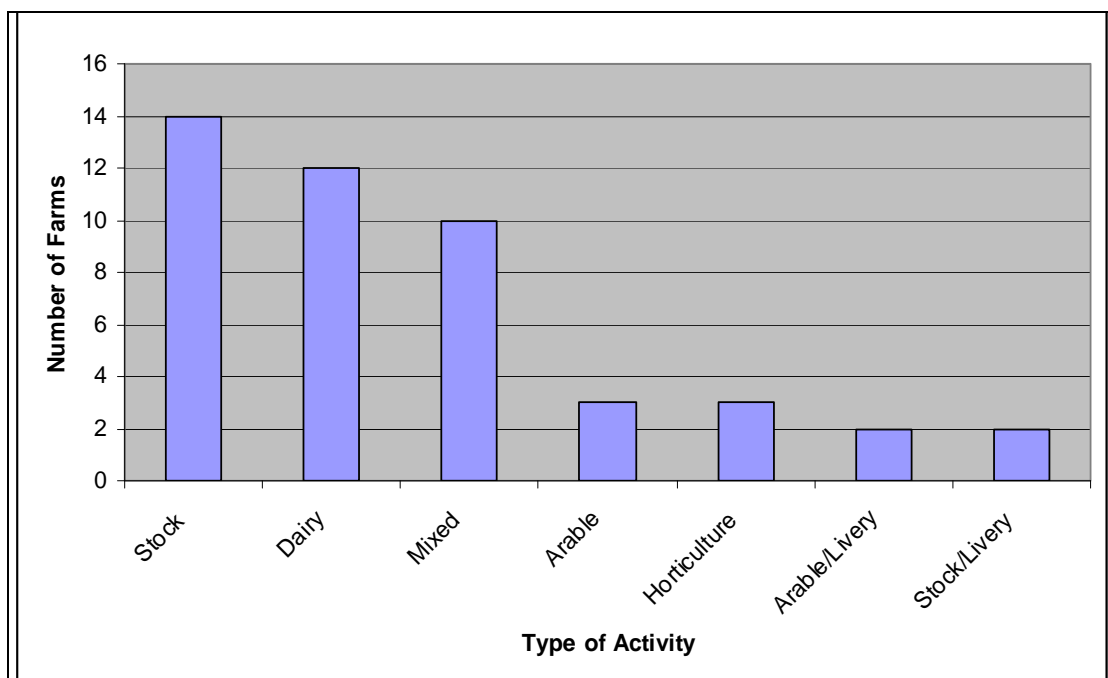
Holding Size (Ha)	Number of Farms	Proportion of Farms at this Size %
< 20	12	26
20-40	13	28
40-60	14	30
60-80	6	13
80-100	1	2

Key points:

- 26% of the farms on the estate are less than 20 hectares.
- The majority of farms on the estate, 58%, are between 20 and 60 hectares.
- The smallest farm is 1.65ha, the largest is 94.65 ha. The former is a small stock enterprise, the latter a dairy farm. Stock farming refers to the rearing of animals which, in practice, on the estate means cattle (other than dairy) and/or sheep.

Figure 1 shows the different types of farming carried out on the estate.

Figure 1. Types of farming activity



Key Points

- 30% of the estate farms are stock farms.
- Just over a quarter of the farms on the estate are dairy farms.
- A fifth of the estate farms are mixed arable and stock farms
- Four farms include a livery enterprise as part of their activities

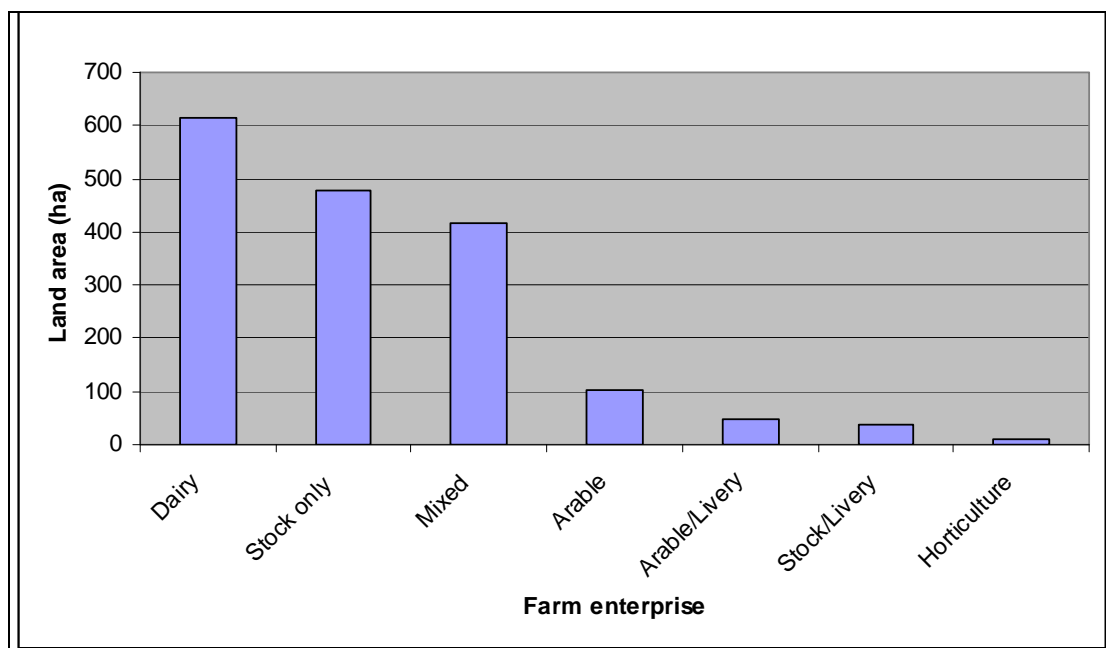
Pedigree Dairy Herd: Top Farm, Weddington, Nuneaton

Tenant Ian Showell, together with his wife Karen and son James, manage this 240 acre dairy. James is the third generation of Showells at Top Farm. The Council invested in a new dairy building in 2009 with the tenant providing the fixtures and fittings. The herd at Top Farm was the only holding on the estate to be culled as a result of the Foot and Mouth outbreak in 2001. The Showells have since rebuilt a prize winning Holstein-Friesian herd that are highly productive and are, unusually, milked three times a day.



Figure 2 shows the land area on estate farms devoted to each type of farming activity.

Figure 2 Area of land by farming activity



Key Points

- 36% of the land on equipped farm holdings is devoted to dairy farming. This equates to approximately 30% of the total estate
- Just over a quarter of land on estate farms is stock only farming
- A further quarter of the land on estate farms is mixed arable and stock farming.
- Horticulture accounts for just 0.6% of the land used on estate farms.

Table 6 shows the average size of estate farms involved in the above enterprises.

Table 6. Size of estate farms

Enterprise	Average size of farm (ha)
Dairy	51
Mixed	42
Stock Only	34
Arable Only	34
Arable/Livery	23.5
Stock/Livery	19.5
Horticulture	3

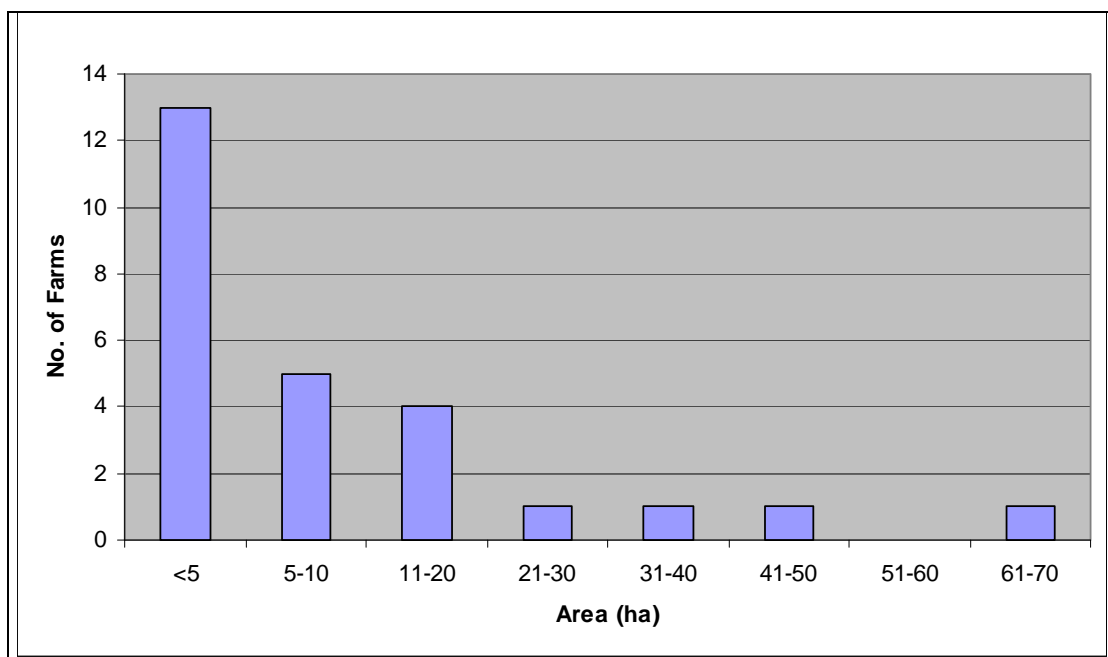
Key Points

- Dairy farms on the estate have the largest average size.
- The average size of mixed farms on the estate is higher than those involved in either stock only or arable only farms.

4.2 Land only Holdings

There are twenty six land only holdings on the estate. They consist of bare land and may have agricultural buildings but no farm house. These holdings total 286 ha and account for approximately 14% of the total estate area. Figure 3 shows the size of land only holdings

Figure 3. Distribution of land only holdings by size



Key Points

- The majority, 85%, of land only holdings are less than 20 hectares.
- Half of the land only holdings are less than 5 hectares.
- 40% of land only holdings are for arable enterprises
- Approximately 30% of land only holdings are used for stock enterprises.
- Approximately a quarter of land only holdings are rented by tenants on fully equipped farms under separate tenancy agreements to their farm holding.
- Just over half of the land only holdings area (153ha) is rented by tenants on fully equipped holdings.

In six cases, land only holdings are let to existing estate tenants with equipped farms, to improve the size and viability of their holdings. These are not included in the figures above.

4.3 Allotments and 'horticultural strips'

A small proportion of the estate's land comprises allotments and horticultural strips. Together these total 6.7 hectares and account for just 0.3% of the total estate area.

There are also four allotment sites as part of the estate. Three of these, located in Harbury, Moreton Morrell, and Salford Priors are managed by the local Parish Councils. One, in Nuneaton is managed by the Borough Council.

There are also eight 'horticultural strips' which are significantly larger than an allotment, and are typically about 0.5ha each. These are located in Bidford on Avon and licence agreements regularise the arrangements with the individual tenants. They are a remnant of medieval strip farming systems and of considerable historical interest.

4.4 Cottages

There are twenty one cottages on the estate which are let to tenants under a variety of tenancies. Some of the cottages are stand alone dwellings while others are sub let by tenants on the estate's equipped farm holdings.

Affordable housing: Mabels Farm, Ilmington

Mabels Farm, Ilmington is a 70 acre dairy farm with land on the periphery of the village. A local need for affordable housing has been identified and following discussions with Warwickshire Rural Housing Association, 0.8 acres of land has been earmarked for social housing. It is proposed that the land will be sold at agricultural rather than development value, to enable the development to proceed. The scheme demonstrates the potential for the estate to contribute to the Council's Affordable Housing policy.



4.5 Environmental Stewardship and Woodlands

The Campaign for the Farmed Environment, is a voluntary scheme to encourage environmental benefits on farmed land. There is a national target of 70% of all farmland to be managed in an agri-environment scheme by June 2012. Nineteen farming tenants are currently signed up to the Entry Level Scheme for environmental stewardship covering 675 ha of the estate. At present, approximately 33% of the farmed estate area is under an environmental stewardship scheme.

The estate also contains a number of small areas of woodland. It is estimated there is in total about 40 ha of woodland across the estate. This is mostly in small parcels, often within or adjacent to existing holdings, but not necessarily part of the tenancy agreement.

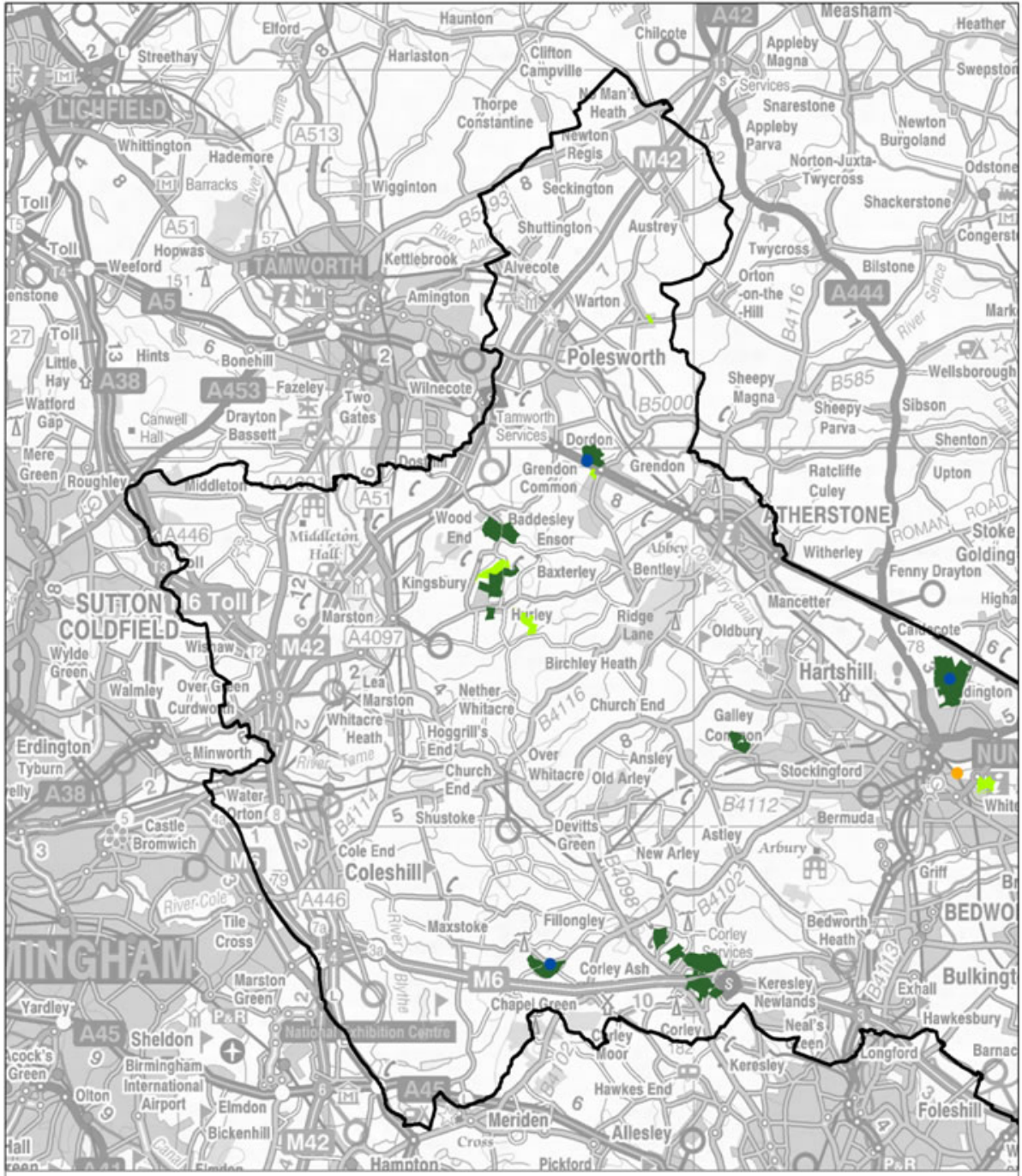
The largest single area is Bob's Wood, Corley, a mixed woodland of 2.5 ha.

Warwickshire County Council has recently commissioned consultants to evaluate the biomass potential of existing woodland. The report will also include an evaluation of the potential for growing biomass fuels on other land owned by the County Council such as country parks.



Allotments, Harbury

Annex 1 - Maps

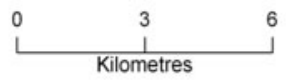


Warwickshire Smallholdings (August 2010)

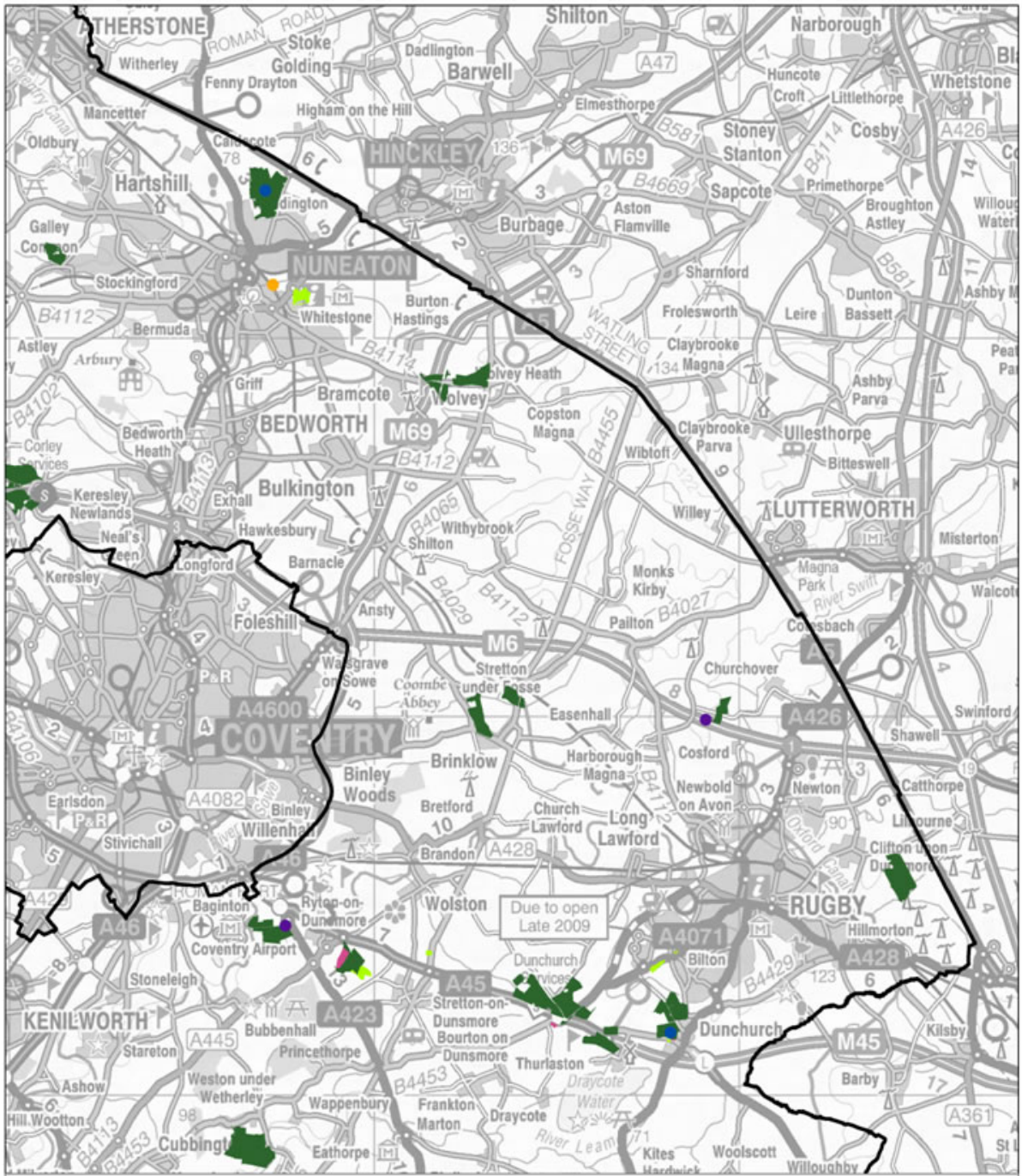
- Warwickshire County Boundary
- Cottage (Stand Alone)
- Cottage (Sub-let)
- Allotment
- Bare Land
- Commercial Letting
- Equipped Farm Holding
- Miscellaneous



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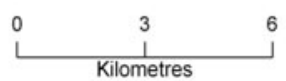


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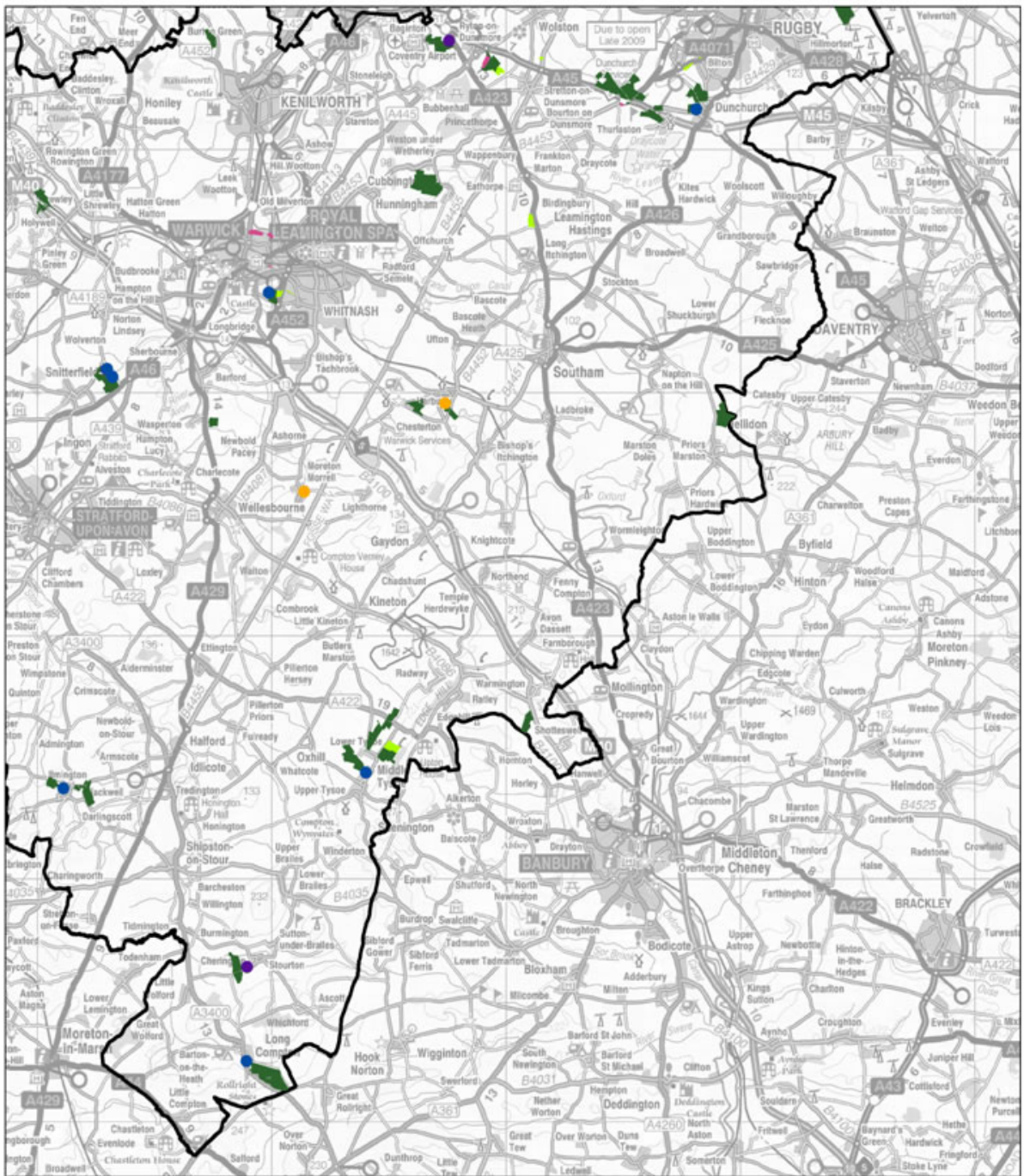
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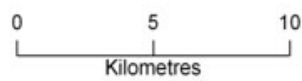


Warwickshire Smallholdings (August 2010)

-  Warwickshire County Boundary
-  Cottage (Stand Alone)
-  Cottage (Sub-let)
-  Allotment
-  Bare Land
-  Commercial Letting
-  Equipped Farm Holding
-  Miscellaneous



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Annex 2 - Glossary

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<i>Higher Level Stewardship</i>	See <i>Countryside Stewardship</i>
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<i>Site of Special Scientific Interest (SSSI)</i>	Conservation designation and legal protection for nature and geological sites in the UK.
<i>Smallholding</i>	A small farm, often run by a sole trader or family on a full or part time basis.
<i>Vernacular buildings</i>	Built with local resources and local traditions, often contributing to the local distinctiveness and sense of place of an area.



Cattle at Herberts Farm, Middle Tysoe



Sheep at Bridge Barn Farm, Hunningham

Options

The strategic options for the Estate, which were considered in 2010, are as set out below.

1.0 Option 1: Early Wholesale Disposal

1.1 This would involve the disposal of the whole Estate as a single entity to an institutional investor.

1.2 Advantages:-

- (i) The Council would obtain an immediate significant capital receipt.
- (ii) There would be no ongoing management costs associated with the Estate.

1.3 Disadvantages:-

- (i) The capital receipt would be a 'one off'. There would be no opportunity to exploit landholdings as and when their development potential became realisable.
- (ii) The capital receipt would reflect hope value for land with development potential but the Council is likely to receive a significantly reduced capital receipt from wholesale disposal rather than marketing sites for development with the benefit of planning consent or allocation for strategic development in Local Plans.
- (iii) The Council would be ceding one of its most powerful levers in influencing the sustainable communities and places agenda in rural Warwickshire.
- (iv) There would be a risk of reputational damage, particularly in rural communities.
- iv) The Council would lose its ability to introduce a new generation of farmers to the industry.

2.0 Option 2: Disposal, retaining only land with development potential

2.1 This could be achieved by disposal to an institutional investor, or in lots, some to tenants.

2.2 Advantages:-

- (i) Significant capital receipt.
- (ii) Would retain those parts of the Estate which were likely to have development potential - in the region of 8% or approx. 166 hectares of the total.

2.3 Disadvantages:-

- (i) The capital receipt would be much smaller than in Option 1 due to sale of a reduced acreage and limited hope value.
- (ii) The saleability of this element of the Estate, for a price that could be considered to be value for money for the Warwickshire taxpayer at this time, must be doubtful with remaining lifetime tenancies.
- (iii) There would be a residual estate to manage which would not be cost effective and would be too small to allow meaningful smallholdings activity.
- (iv) The Council would be ceding one of its most powerful levers in influencing the sustainable communities and places agenda in rural Warwickshire.
- (v) There would be a risk of reputational damage, particularly in rural communities.
- (vi) The Council would lose its ability to introduce a new generation of farmers to

the industry.

3.0 Option 3: Estate Enhancement

3.1 Use a proportion of capital receipts generated from disposal of smallholdings land for development to acquire replacement land to maintain a similar acreage to existing to maximise its viability.

3.2 Advantages:-

- (i) Maintains the Council's asset base.
- (ii) Ensures the critical mass of the Estate is maintained and that the size of holdings are viable.
- (iii) Provides a 'lever' to assist in the Council's wider policy objectives in rural areas.

3.3 Disadvantages:-

- (i) Acquiring more land is expensive and not necessarily a priority in view of the Council's limited capital resources.

4.0 Option 4: Status Quo

4.1 A recognition that the size of the Estate will gradually diminish as land with development potential is disposed of.

4.2 Advantages:-

- (i) There is a constant stream of capital receipts to the Council over many years.
- (ii) The Estate is maintained and, through active management, is consolidated and improved.
- (iii) Opportunities to promote the Council's wider policy objectives in rural areas e.g. affordable housing development are retained.

4.3 Disadvantages:-

- (i) In the long term the Estate will become smaller and overheads will be spread over fewer farms.

Corporate Services Overview & Scrutiny Committee

04 September 2014

Social Care Complaints Handling: Improvement Plan

Recommendations

1. Consider the improvement actions taken over the last financial year
2. Approve plans underway to improve performance this financial year

1.0 Key Issues

- 1.1 This report has been drafted in response to concerns raised by Members at Cabinet about why it appears that plans to improve the Council's timeliness of response to complaints from customers of social care services are not achieving the expected results. These concerns were discussed at Corporate Board 23 July 2014 as part of consideration of the Progress Report on Handling Customer Feedback.
- 1.2 Corporate Board recommended that a briefing should be provided to Corporate Overview & Scrutiny Committee focused on the issue of timeliness of complaints handling in social care services.

2.0 Context

2.1 The measurement of timeliness

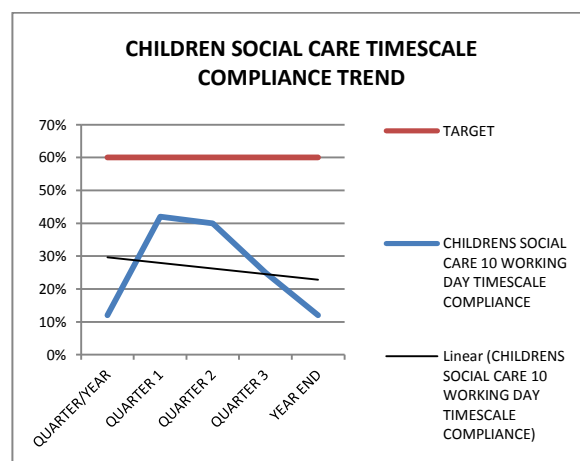
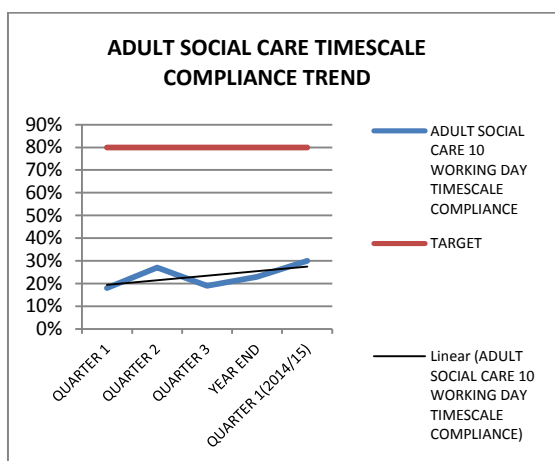
- 2.1.1 In children's social care, the 10 working days measure at Stage 1 has been in place since 2006. Regulation 14(1) of the Children Act 1991 Representations Procedure (England) Regulations 2006 places a 10 working day time limit for this part of the process. Most Stage 1 complaints should ideally be concluded within this time limit. Where the local authority cannot provide a complete response it can implement a further 10 days' extension (regulation 14(5)). This statutory duty is further confirmed in the statutory guidance 'Getting the Best from Complaints 2006'. In adult social care, 10 working days is the measurement of performance which was agreed in 2009, when there was a statutory change in the adult social care complaints procedures, moving it from a 3 stage to a single stage process. As this measurement point is locally agreed, benchmarking against other Authorities can be more difficult as they may have chosen different measures of timeliness.

2.1.2 Whilst it is anticipated that there may be government changes proposed to both the adult social care and children's social care complaints handling procedures in the next 18 months, it is not currently clear what these might be likely to include.

2.2 Performance

Social care services have not achieved the target for timeliness set in 2013/14, and performance against this target remained red for Quarter 1 2014/15:

QUARTER/YEAR	ADULT SOCIAL CARE 10 WORKING DAY TIMESCALE COMPLIANCE	TARGET	CHILDRENS SOCIAL CARE 10 WORKING DAY TIMESCALE COMPLIANCE	TARGET
QUARTER 1	4 of 22 closed	18%	2 of 15 closed	13%
QUARTER 2	6 of 20 closed	27%	8 of 19 closed	42%
QUARTER 3	6 of 28 closed	19%	2 of 6 closed	40%
YEAR END	31 of 135 closed	23%	23 of 89 closed	25%
QUARTER 1(2014/15)	9 of 30 closed	30%	2 of 15 closed	11%



2.3 Benchmarking comparator information

2.3.1 For adults and children's social care, we have collated benchmarking data from our closest Statistical Neighbours for 2012/13, and 2013/14 if it is available.

CHILDRENS SOCIAL CARE TIMESCALE COMPLIANCE		
Local Authority	2012/13	2013/14
Warwickshire CC	54%	25%
Worcestershire CC	53%	Unavailable
Leicestershire CC	55%	63%
Staffordshire CC	41%	Unavailable
Northamptonshire CC	Requested	Requested
Essex CC	65.6%	Unavailable
Kent CC	59%	79%

2.3.2 A number of these authorities reported on both the 10 working days and 20 working days target, and one Authority only reported on the 20 working day target. None of these authorities have high compliance rates with respect to the statutory targets.

ADULT SOCIAL CARE TIMESCALE COMPLIANCE		
Local Authority	2012/13	2013/14
Warwickshire CC	33% within 10 working days	18%
Worcestershire CC	87% within 25 working days	66% within 25 working days
Leicestershire CC	67% within 10 working days	69%
Staffordshire CC	41% within 20 working days	Unavailable
Northamptonshire CC	Requested	Requested
Essex CC	73% within the timescales agreed with the customer	Unavailable
Kent CC	70% within the timescales agreed with the customer	Unavailable

2.3.3 For adult social care it is more difficult to compare information because local authorities have used different time points. It is possible to conclude that overall there is better timescale compliance for adult social care within the comparator group than for children's social care. Some authorities have significantly higher timescale compliance than Warwickshire.

2.4 Research outcomes

2.4.1 Analysis of issues causing delays in adult social care

The review of adult social care external provider interaction with the contract monitoring team by the Service Manager, Market Management & Quality identified 3 main issues which were causing delays in complaint closures:

- As providers sometimes experience difficulties with their insurance cover if they admit liability, there can be some delay;
- some providers experience problems with counter grievances and accusations from employees, and struggle to be able to take timely action when they discover poor quality standards;
- some problems seem to arise because of a disjunct between customers' expectations and what providers can reasonably provide.

2.4.2 Analysis of feedback from customers about the issue of timeliness

An independent phone survey of our complainants for their views took place in March 2014. The piloting of a phone survey to get a sample of qualitative feedback from users of customer feedback processes has been successful. Whilst this was a small sample size, it provides valuable insight into the

customer experience of how we handle complaints. The results are based on 30 telephone surveys split as follows: Adult Social Care 19, Children's Services 8 and Corporate Services 3 completed surveys. The key areas identified were:

- Inefficient / slow process
- Staff not being attentive / no personal service / lack of contact.

There is a consistent message, whether or not the complaint has been upheld, what customers most value is:

- a timely and clear response,
- being kept in the picture, and
- being helped to understand clearly what is happening.

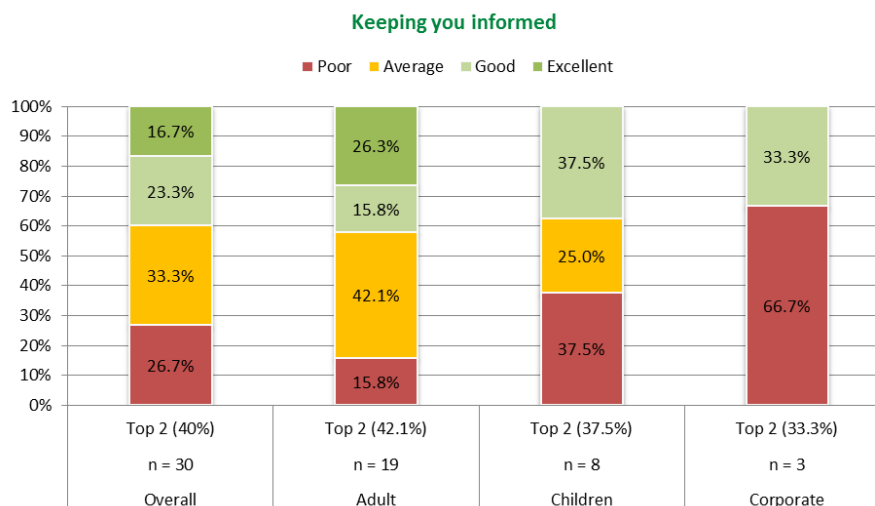
Conversely, what customers dislike the most is:

- not being kept informed,
- not knowing when they are going to get an answer,
- not having a clear understandable answer, and
- it taking too long to get an answer.

The questions in the survey most relevant to this briefing were:

- How well were you kept informed?

40% of respondents rated the way they were kept informed as excellent or good, with 16.7% saying it was excellent. Adult Social Care scored 42.1% excellent and good, with 26.3% saying it was excellent. 37.5% of Children's Services were rated as good. 33.3% of Corporate Services were rated as good.

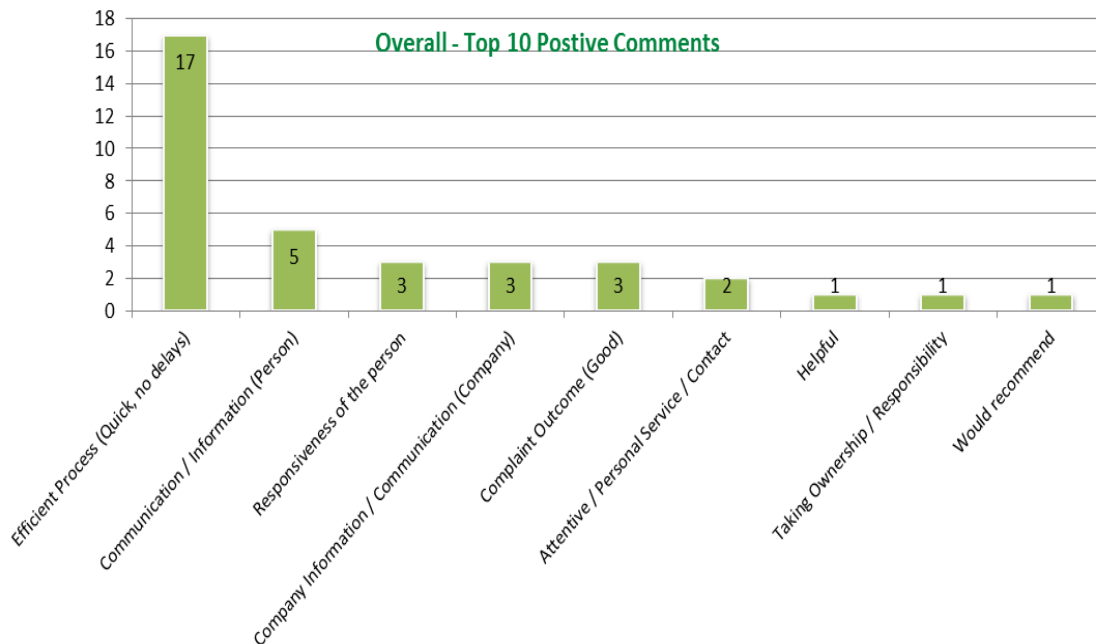
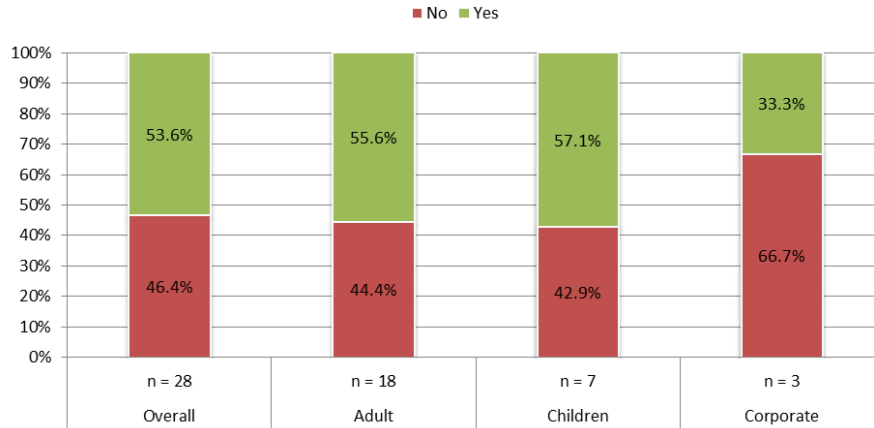


- Do you think the time taken to respond to the issues you raised was reasonable in the circumstances?

53.6% of respondents said yes, they thought the time taken to respond was reasonable with 46.4% saying no, it was not reasonable. 57.1% of

Children's Services complainants said yes the time taken was reasonable followed by Adult Social Care with 55.6%.

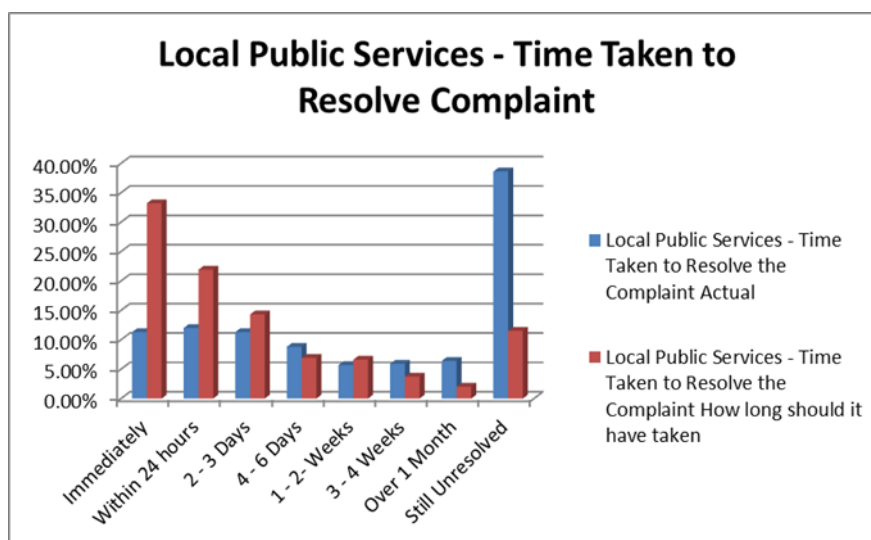
Do you think the time taken to respond to the issues you raised was reasonable in the circumstances?



Analysis of the benchmarking data from the UK Institute of Customer Service:-

This was included as an appendix to the 2013/14 Adult and Children's Social Care Compliments and Complaints Annual Reports. This research is produced yearly as the UK Customer Satisfaction Index (UKCSI).

Complainants are asked about the length of time it took to resolve their complaint.



The key messages from reviewing their data is that timeliness of response is a critical factor in determining customer satisfaction, and the longer the delay, and worse the process for keeping people informed, the less likely that problems would be resolved, and the more dissatisfied the customer will be.

3 Action taken in 2013/14 to improve timescale compliance

3.1 The 2012/13 Annual Reports for Adult and Children’s Social Care Complaints Handling identified the need to address issues regarding timeliness as part of their 2013/14 Joint Action Plan. The actions taken included:

- A rigorous monthly and quarterly performance reporting programme by the Customer Relations Service, reporting directly to senior officers and Heads of Service, and systematically reporting into People Group Leadership Team.
- A critical additional measure to that of timescale compliance on closed cases was added: the monitoring of open cases, and how long they have been open for. This is because when they are eventually closed this will impact negatively on the future timescale compliance figures we report to Members. Consequently, a monthly reporting programme on open cases to senior officers and Heads of Service was put in place. Senior officers then raised open cases which were over timescale with their managers as part of supervision, and asked for updates and progress reports.
- The Customer Relations Service commissioned a phone survey of people who had used the complaints process in adult and children’s social care, to explore how customers viewed the timeliness of the service they had received. (See section 2.4.2 of this report)

- The Customer Relations Service undertook some national benchmarking research to find out more about the factors customers felt were important to their satisfaction when they had a complaint about a service. (See section 2.4.3 of this report)

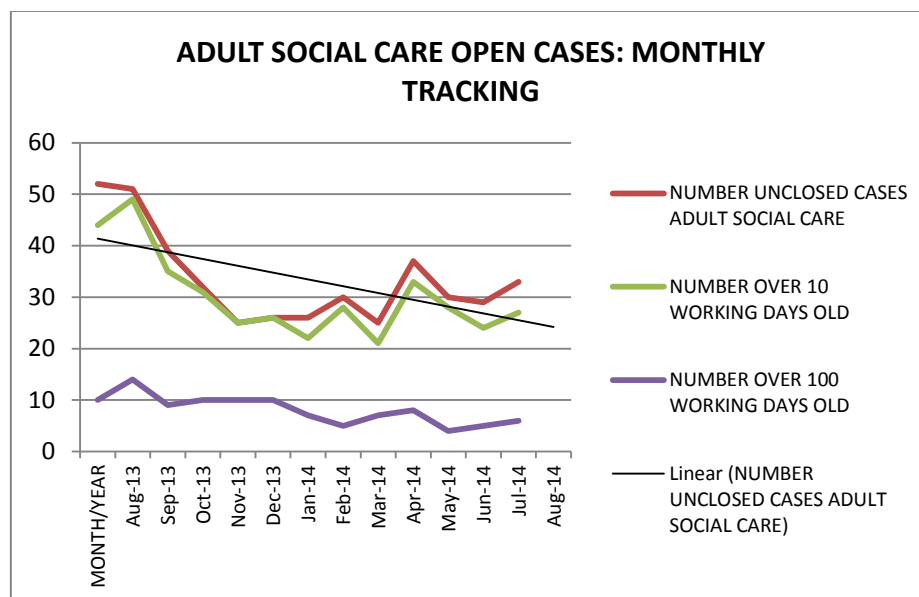
4 Successes

4.1 Joint

4.1.1 The more rigorous reporting programme helped to highlight continuing problems with timescale compliance and ensured this remained high on the agenda of senior officers. The additional focus on delay in closing open cases highlighted consequences of these cases on future timescale compliance.

4.2 Adult Social Care

4.2.1 In adult social care, there was a very robust scrutiny of open cases from August 2013, which has ensured that this legacy situation is now under control. This closure programme will have impacted on the timescale compliance of closed cases results for the past 12 months, but should not distort their future performance.



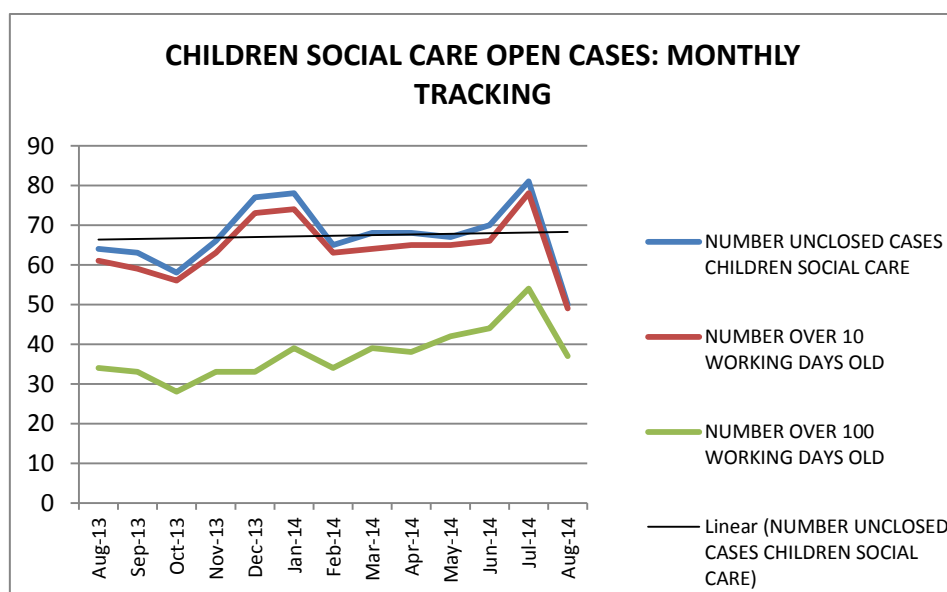
MONTH/YEAR	NUMBER UNCLOSED CASES ADULT SOCIAL CARE	NUMBER OVER 10 WORKING DAYS OLD	NUMBER OVER 100 WORKING DAYS OLD
Aug-13	52	44	10
Sep-13	51	49	14
Oct-13	39	35	9
Nov-13	32	31	10
Dec-13	25	25	10
Jan-14	26	26	10
Feb-14	26	22	7
Mar-14	30	28	5
Apr-14	25	21	7
May-14	37	33	8
Jun-14	30	28	4
Jul-14	29	24	5
Aug-14	33	27	6

5 Challenges

5.1 Children's Social Care

5.1.1 The audit commissioned in August 2013 in children's social care to establish where the issues might be with closedown processes was delayed because of capacity issues. This audit report was completed at the start of August 2014. This is only now able to inform action planning for this service, but the information it has provided is now being analysed and acted on.

5.1.2 The tracking of open cases in children's social care shows that there are a large number of open cases which are already over timescale, and this trend continues upwards to July this year. It also shows that a significant proportion of these cases are over 100 working days old. However, a major focus on open cases in August was undertaken, which is now making inroads into dealing with this backlog.



MONTH/YEAR	NUMBER UNCLOSED CASES CHILDREN SOCIAL CARE	NUMBER OVER 10 WORKING DAYS OLD	NUMBER OVER 100 WORKING DAYS OLD
Aug-13	64	61	34
Sep-13	63	59	33
Oct-13	58	56	28
Nov-13	66	63	33
Dec-13	77	73	33
Jan-14	78	74	39
Feb-14	65	63	34
Mar-14	68	64	39
Apr-14	68	65	38
May-14	67	65	42
Jun-14	70	66	44
Jul-14	81	78	54
Aug-14	50	49	37

5.1.3 Some complaints have been de-escalated as part of the normal working practice within teams, and the de-escalation resolves the issue, but the complaint has not been properly closed. Some complaints investigations have been concluded operationally but have not been notified as closed on the monitoring system. This means that the data does not reflect the actual level of active complaint handling. Urgent action is now being taken to improve close down processes.

5.1.4 A number of important factors have impacted on children's social care service's ability to tackle the timescale issues:

- The complex nature and recurrence of issues raised by some complainants made it difficult to establish the basis of the complaint and whether the complaints process was the appropriate avenue for issue resolution. For example in some case the matter was for the court to determine as part of private law proceedings relating to children. (It should be noted that Legal Aid is no longer available to individuals wishing to dispute recommendations in Family Courts, and this means some may be using our complaints process as the only way open to them for disputing decisions)
- There have been increased workload pressures during the last financial year within the Safeguarding Business Unit evidenced by increases in referral rates and the rise in the amount of statutory workload.
- The service has been required to quicken processes in line the Public Law Outline since July 2013. This has had considerable impact on capacity within the service.

5.1.5 It is important to remember that the environment in which children's social care operates is significantly different to many other service areas in the Council. Particularly in relation to the child protection remit, children's social care are engaged in providing services that are often unsought and unwanted by the families they need to engage with, and require the development of working relationships to enable negotiation and dialogue about options and alternatives that people may be unhappy with. It is harder in this context to identify when a customer's unhappiness with something, moves into becoming a formal complaint, and conversely, when things move on for a customer and what may have been a complaint, is no longer a concern to them, or has been replaced with a different issue. The objective of the service is always to maintain dialogue and resolve problems as and where they occur.

5.2 Adult Social Care

5.2.1 In adult social care the plans of the Head of Social Care and Support to review the impact of current complaints handling processes when complaints are about external providers has been delayed due to competing work priorities. The importance of this piece of work is confirmed, and will be prioritised in 2014/15.

6 Improvement Plan 2014/15

6.1 Joint

6.1.1 Timescale compliance has been made a key action point in the Customer Feedback Action Plan 2014/15, and progress on this plan will be regularly reported on at People Group GLT.

6.1.2 Problems with timescale performance in social care services has been formally raised and discussed at Corporate Board, and Corporate Board has determined it will ask for updates on progress as the year progresses.

6.1.3 A further customer satisfaction survey will be undertaken later in the year. The pilot phone survey has been successful in providing valuable insight into customer views. It is important to embed this now as an ongoing source of customer insight.

6.1.4 The Council proposes to bring all customer feedback recording into the newly commissioned corporate CRM. The Customer Relations Service is engaging with the CRM replacement programme to achieve improvements in the customer feedback journey, identifying opportunities for streamlining and realignment of processes, system generated escalations and improved data collection analysis and reporting.

6.1.5 The Customer Relations Service will be working with the council's Dashboard Project to develop improved reporting metrics and statistics that would relate

to customer feedback and satisfaction, and be accessible to all business areas and have the ability to drill down to deliver localised analysis.

- 6.1.6 It is expected that the Department of Health and Department for Education will undertake a full scale review of the current separate statutory children's and adults social care complaints procedures within the next 12 months. The Customer Relations Service will assess these changes and work with the relevant business areas to ensure the existing Warwickshire County Council processes and procedures are fit for purpose.
- 6.1.7 The implementation of the Care Act and the Children and Families Act are likely to have significant implications for the operation of services affected. The Customer Relations Service will assess how this will impact on customer feedback, and provide advice and guidance on its management, and how current systems and processes for handling customer feedback might need to be reviewed.
- 6.1.8 The impact of One Organisational Plan and the current economic climate continues to pose many challenges for dealing with positive and negative customer satisfaction. We will need to reflect on the impact of things like; further service re-configurations; shrinkage of in-house provision, further externalisation of services; and further joint working approaches between organisations on a local and regional level.

6.2 Children's Social Care

- 6.2.1 The findings from the children's social care audit will be explored and a more detailed action programme will be developed focusing on:
- a programme to close down the backlog of open and ongoing cases (100+ working days)
 - to develop a more robust governance framework for complaints within children's social care for future. This will need to take into account a reporting arrangement for complaints which are outside of the timescale and a mechanism for monitoring ongoing complaints at team and service level.
 - guidance to be developed for managing complaints regarding closing cases.
- 6.2.2 Senior officers in children's social care will change their "sign off" processes on complaints, and ensure that they see closedown letters before considering complaints to be closed.
- 6.2.3 The monthly open complaints reports will be circulated to those staff who are responding to complaints locally, as well as senior officers, to make sure there are no problems in information getting to all relevant parts of the operational service to enable prompt checking and action on open cases.
- 6.2.4 The further reductions in operational managers mean there is a capacity problem in having enough trained people available to handle complaints.

Capacity to respond to complaints is increased through extending this role to Practice Leaders, subject to discussions with Human Resources and training. A programme of skilling-up team leaders to take on this responsibility will be put in place.

- 6.2.5 Clarification is being provided to staff on when a complaint is a complaint, and procedurally how to record on the system the reasons why complaint investigations are not progressing or are withdrawn. Briefing notes will be developed to help staff to unpick whether or not issues should be within the complaints procedures, and what to do if the complainant stops engaging and complaints need to be closed down - when to deem a complaint withdrawn and what to do about it.

6.3 Adult Social Care

- 6.3.1 A significant gap to date has been the lack of a robust quality monitoring database for monitoring the performance of external social care providers which was fit for purpose. Whilst a longer term ICT solution is being sought, an interim system is under development at the moment, which will have a risk matrix and include monitoring of customer feedback in respect of external providers. It is anticipated that the Self - Assessment and Customer Satisfaction modules will enable much more timely identification of issues relating to complaints handling, and difficulties operational managers might have in extracting responses from providers. It is anticipated that this be available from December 2014.
- 6.3.2 The development of the Warwickshire Directory as a key on-line resource for customers of adult social care services, will enable customers to provide quick customer satisfaction ratings, akin to the Trip Advisor model. Whilst the system certainly has the capacity to enable this, it has not yet been developed to a sufficient level where providers are proactively engaging with putting their information on the Directory. Further action is now underway to encourage more robust engagement from providers, and to publicise this to staff and customers alike.
- 6.3.3 A key service development within the next 12 months in adult social care will be a brockage service, based in Market Management and Quality, which will take over from the operational teams the sourcing and setting up of care packages with external providers. There are 2 aspects to this new service which are likely to help with timescale compliance issues - more streamlined and efficient placements should improve customer satisfaction with how quickly packages are in place, and the improved communication between the provider and customer as part of the roll out of the Independent Service Fund (Personalisation Agenda) will enable constructive dialogue about how packages can be adapted and re-worked within parameters to better meet the changing requirements of customers.
- 6.3.4 The Head of Social Care and Support will prioritise her planned review of the impact of current complaints handling processes when complaints are about external providers. The importance of this piece of work is confirmed, and will

be prioritised in 2014/15. The analysis of the key findings from the review undertaken by the Service Manager, Market Management & Quality will be incorporated in this.

7 Risk Factors

- 7.1 Reductions in managerial capacity and other competing workload priorities on occasions can make it difficult for managers to give consistent high priority to this task.
- 7.2 The extent to which increased work pressures in children's social care from July 2013 will continue as a result of the new court system and the Public Law Outline which will not only provide more potential ground for complaints, but will eat into the priorities of managers to be able to respond to complaints about these issues in a timely way.
- 7.3 The impact of the new Care Act is still being worked through in adult social care, but there is no doubt it is going to have a very significant impact.

8 Timescales associated with the decision and next steps

- 8.1 This Plan will be reviewed quarterly at People Group GLT, and Corporate Board will look at progress in January 2015.

9 Background papers

- 1. Progress Report: Handling Customer Feedback, Corporate Board 23/07/14
- 2. Adult Social Care Compliments & Complaints Annual Report 2013/14
- 3. Childrens Social Care Compliments and Complaints Annual Report 2013/14

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**Corporate Services
Overview and Scrutiny Committee**

4 September 2014

Work Programme 2014/15

Recommendations

That the Corporate Services Overview and Scrutiny Committee:

- 1) Agrees the proposed 2014/15 Work Programme and makes any additional or changes, as required;
- 2) Considers the use of an Action Plan to update the Committee on any actions or recommendations agreed by the Committee; and
- 3) Notes the scheduled future meeting dates.

1.0 Work Programme

- 1.1 The proposed Committee Work Programme for 2014/15 is attached at Appendix A.

2.0 Committee Action Plan

- 2.1 An Action Plan for the Committee has been created to track any recommendations and actions that are agreed by members at meetings of the Committee.

3.0 Briefing Notes

- 3.1 No Briefing Notes have been circulated recently to the Committee.

4.0 Dates of Future Meetings

- 4.1 Future meetings of the Committee have been scheduled for 2p.m. on the following dates:
 - 25th November 2014
 - 11th February 2015

Appendices:

Appendix A – Work Programme 2014/15

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**Corporate Services Overview and Scrutiny Committee
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Questions to the Portfolio Holders / Forward Plan decisions	Report which includes Forward Plan decisions relevant to the remit of the Committee. (Sally Baxter)	N/a	* Standing item for every meeting
Organisational Health Report – Year End 213/14	To receive end of year information with regard to the Organisational Health Report 2013/14.		4 September 2014
Smallholdings Strategy	To receive a report including the current position and long term plan for the smallholdings within WCC (Geoff Taylor)	N/A	4 September 2014
Social Care Complaints	To receive a report detailing actions taken and measures being taken to improve timescales with regard to complaints made by social care service users.	N/a	4 September 2014
End of Year 2013/14 Organisational Health Report	End of Year report to scrutinise the financial aspects of the report, with the appendices relevant to the remit of the Committee.		4 September 2014
Transformation through Strategic Commissioning Programme	<p>The Transformation through Strategic Commissioning Programme was completed at the end of the 2013/14 financial year.</p> <p>The committee will receive a report within at least 6 months of the programme completion.</p>	N/a	25 November 2014

**Corporate Services Overview and Scrutiny Committee
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Organisational Health Report 2014/15	Quarterly report to scrutinise the financial aspects of the report, with the appendices relevant to the remit of the Committee. (John Betts). The Committee will consider the most recent version.	N/a	25 November 2014
Peppercorn Rents	To receive a report with regard to WCC's position and what help is provided by the authority to those community groups in preparation for when peppercorn rents cease to be in operation. (Geoff Taylor)	N/A	25 November 2014
Community Infrastructure Levy	To consider an outline of CIL and its impact on the County Council. Possible joint scrutiny with the Communities OSC. (Ciaran Power / Louise Wall) This to be followed at a later date with a discussion with representatives from the District/Borough Councils regarding the changes and implications arising from CIL.	N/a	TBC
People Group Systems	The committee was invited by the Portfolio Holder, Jose Compton, to monitor the process of procuring IT Systems for the People Group.	N/a	TBC
Libraries and Community Building	TBC	N/a	TBC
Law and Governance	TBC	N/a	TBC

**Corporate Services Overview and Scrutiny Committee
Work Programme 2014/15**

Item	Report detail	Date of last report	Date of next report
Communications and Marketing	TBC	N/a	TBC

Briefing Notes

Item	Briefing Note detail	Date requested	Date circulated