

Corporate Services Overview and Scrutiny Committee

25 November 2014

One Organisational Plan Quarter 1 (April – June) Report and Mid- Year Progress Report:

April – September 2014

Recommendation

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

1. Introduction

- 1.1. The One Organisational Plan Quarter 1 Report (April – June) was considered by Cabinet on 18th September. The Mid-Year Progress Report for April – September 2014 (Quarter 1) was considered by Cabinet on 13th November 2014.
- 1.2. Full copies of both reports to Cabinet are attached to this report.
- 1.3. The following Business Unit Background Information relevant to the remit of this Committee previously presented in each of the Group Rooms in support of the Cabinet report, is also attached and covers the following services and areas:
 - Customer Service & Access (Appendix G)
 - Finance (Appendix H)
 - HR & Organisational Development (Appendix I)
 - Information Assets (Appendix J)
 - Law & Governance (Appendix K)
 - Physical Assets (Appendix L)
 - Service Improvement & Change Management (Appendix M)

2. Background Papers

- 2.1 Report and Appendices, and supporting Business Background Information relevant to the remit of this Committee, which went to Cabinet on the 18th September 2014 and 13th November 2014.

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Cabinet

18 September 2014

One Organisational Plan Quarterly Progress Report April – June 2014

Recommendations

Cabinet are recommended to:

- a) Approve the transfer of £2.963 million from 2014/15 budgets to business unit reserves to support the delivery services in future years, as outlined in paragraph 4.2.1.
- b) Approve the use of £1.548 million of reserves to support plans for the delivery of services in 2014/15, as outlined in paragraph 4.2.3
- c) Approve the revised capital payments totals and the revised financing of the 2014/15 capital programme as detailed in the Table in paragraph 4.3.4.

1. Background

- 1.1. In February 2014, Full Council agreed a policy led One Organisational Plan for 2014-18. The plan articulates the Council's Core Purpose and key strategic outcomes for its customers and residents of Warwickshire that it is seeking to achieve by 2018.
- 1.2. Successful delivery of the outcomes framework over the next 4 years will require both effective performance reporting and performance management. A common suite of performance dashboards has been produced to ensure consistency of style and ease of understanding when reporting progress.
- 1.3. Cabinet have agreed that the progress against the One Organisational Plan and the delivery of the savings will be reported on a quarterly basis followed by Overview & Scrutiny.

2. New One Organisational Plan Quarterly Progress Report

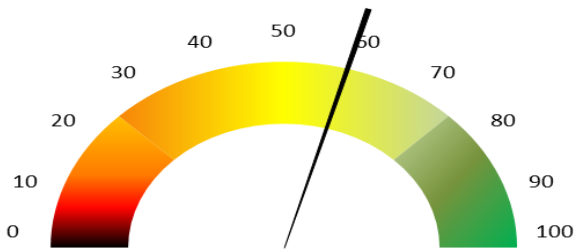
- 2.1. Building on from the One Organisational Health report, the new quarterly progress report will continue to bring together performance, finance, risk and customer insight information collectively and consistently but will be presented in a much more useable way.

- 2.2. This change in approach should enable Members to understand the interdependencies across these areas of activities thus providing a fuller picture of the impact of their political decisions on the delivery of the One Organisational Plan Outcomes and the £92 million savings.
- 2.3. The quarterly progress report at **Appendix A** contains the following sections:
- One Organisational Plan –a pictorial quarterly update on progress on delivering the One Organisational Plan Outcomes & Organisational Health Outcomes
 - Savings –a quarterly update on progress on delivering the savings and implementation arrangements for 2014 / 15
 - Finance – a quarterly update on the delivery and management of revenue and capital budgets
 - Risk – a quarterly update on progress on the management of risks across the organisation
 - Significant projects – a 6 monthly update (Qtr 2 & Year End) on progress on the delivery of significant programmes and projects
- 2.4. This new succinct report has a primary focus of reporting by exception and will highlight specific areas that require a political decision within the main body of the report.
- 2.5. The detailed information that supports both the One Organisational Plan Outcome Frameworks and the financial information will be available in due course through the management dashboards which will enable Members to access further supporting information when ever needed. However, in the interim, this information will continue to be made available in each of the Group Rooms.

3. Progress on the Overall Delivery of the One Organisational Plan

- 3.1. Overall, we are forecasting that at the end of the first quarter, we are on track to deliver the Outcomes as set out in the One Organisational Plan.
- 3.2. Whilst, forecast performance for Quarter 1 is positive, there is currently one area to highlight that could potentially remain below target. This is the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer”.
- 3.3. The specific key business outcomes that are not on target at the end of Quarter 1 that sit underneath the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer” are as follows:
- Maintained low levels of deaths and injuries caused by fire and on the roads
 - Customers, families & Communities are able to help themselves and each other

- 3.4. These key business outcomes will be closely managed to ensure that any areas of concern are resolved as the year progresses.

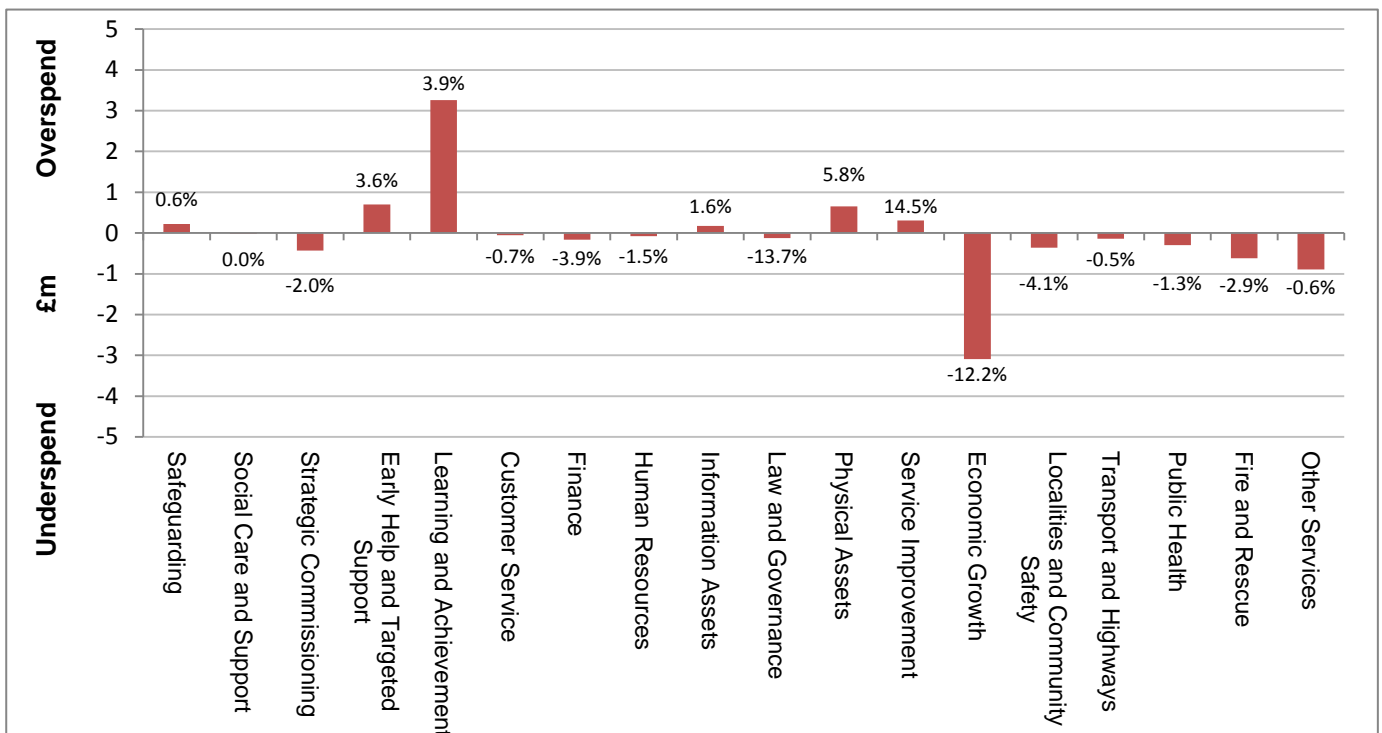


Cabinet are also advised that the One Organisational Plan Outcomes are supported by a total of 134 Key Business Outcomes, of which, we are able to report that 59% are forecasting to be achieved by the end of 2014/15 as highlighted in the chart on the left.

4. Financial Commentary

4.1. Revenue Budget

- 4.1.1. The approved controllable revenue budget for 2014/15 is £229.429 million. Against this, at quarter 1, an underspend of £0.970 million, or -0.4%, is forecast.
- 4.1.2. In discussions following the reported underspend at the end of 2013/14, it was agreed that the tolerance for underspends would be reduced from -5% to -2%. The forecast underspend of -0.4% at a corporate level is within this revised tolerance level.
- 4.1.3. However, at individual business unit level most business units are now outside of these revised tolerance levels, as is shown in the chart below. To supplement these revised tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process will be reported to Members are part of these quarterly reports.



4.1.4. At Quarter 1 six business units are forecasting that they will overspend and a further six are forecasting underspends greater than the revised -2% tolerance agreed in the 2014-18 Plan. The main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those business units overspending and those underspending. The size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised:

Overspends

- Safeguarding – There is a forecast net overspend of £0.222 million due to the numbers of foster care placements and the cost of special guardianship orders and adoption/residential orders being greater than can be accommodated within the contingency held for demand-led pressures. This points towards there being an on-going structural overspend which will primarily be addressed through the transformation projects that make up the business units savings plan, but these are unlikely to correct the financial position in 2014/15.
- Early Help and Targeted Support – The forecast overspend of £0.700 million is as a result of continued slippage in the delivery of, and transition costs (consultation, notice and transition costs etc.) in relation to, both the IDS and Children Centres savings 2011-13 plan. These costs can only partially be covered by the business unit's contingency for demand-led pressures and the overall financial position is unlikely to be fully corrected by the end of 2014/15.
- Learning and Achievement – The forecast overspend of £3.261 million primarily relates to services funded from the Dedicated Schools Grant. In particular out-of-county placements is forecasting to overspend by £4.115 million and SEN transport by £0.756 million. These demand-led pressures can only partially be covered by the business unit's contingency for such eventualities. Both areas are undergoing fundamental services reviews at present but these are unlikely to deliver a turnaround sufficient to rectify the budget position in 2014/15 and SEN transport also has a large savings target from next year as well.
- Information Assets – The forecast overspend of £0.172 million is as a result of providing IT support for Resources Group transformation projects. The forecast overspend will, subject to Cabinet's approval, be funded from a drawdown from the Resources Group transformation reserve, which will rectify the position going forward.
- Physical Assets – The forecast overspend of £0.650 million is planned spending that will be met, subject to Cabinet's approval, from a drawdown from the business unit's reserves already set aside to meet the one-off costs of property rationalisation.
- Service Improvement and Change Management – The forecast overspend of £0.310 million relates to spending on transformation projects and will, subject to Cabinet's approval, be funding from a drawdown from the Resources Group transformation reserve.

Underspends

- Strategic Commissioning – The majority of the £0.433 million underspend is mainly due to the funding set aside for the implementation of the new

care system not expected to be fully utilised in 2014/15. Instead the unused funding will be needed to complete the implementation in 2015/16.

- Economic Growth – Of the £3.088 million underspend, £2.292 million relates to a re-profiling, over the 2014-18 period, the money allocated in the budget for skills delivery and the Rural Growth Network grant funding. The business unit is proposing to put the money into specific reserves now to enable this delivery to happen in a planned way.
- Localities and Community Safety – The forecast underspend of £0.360 million relates to Priority Families reward funding received from DCLG which will, subject to Members confirmation, be transferred to reserves to support phase 2 of the programme.
- Finance – the underspend of £0.167 million is mainly as a result of maintaining on-going vacancies that will contribute towards future savings targets.
- Law and Governance – The £0.124 million underspend has arisen because of additional income generated from external customers.
- Fire and Rescue – The majority of the £0.619 million underspend relates to the Fire Control project. The Service made a decision to draw upon all of the grant reserves in 2014/15. However, it is likely the project will continue into 2015/16 so any unspent grant will need to be carried forward and be transferred to the specific reserve for this purpose as the year progresses.

4.1.5. When considering these forecasts alongside the progress reported in Appendix A on the delivery of savings, overall the authority is facing an increase in financial risk from children's services. These business units do not have the reserves to offset the demand-led spending pressures and delays in the delivery of savings. Unless a significant turnaround in the financial position is achieved over the next few months Members will need to take the decisions necessary to put these services on a sustainable financial footing in future years.

4.2. Reserves

4.2.1. In light of the revenue position reported above, business units are seeking Members' approval to put £2.963 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

- £0.317 million to a new Carbon Reduction Commitment Scheme reserve, to reflect the fact that Warwickshire has been moved to a later phase of the scheme, but may need to provide funding if we are required to enter the scheme at a later date.
- £0.060 million to cover future expenditure on the Ecology and Archaeology Information and Advice service.
- £0.058 million to establish an infrastructure reserve in Economic Growth Business Unit.
- £0.103 million to cover the re-profiling of expenditure over future years of the Going for Growth Apprenticeship hub.

- £0.400 million from re-profiling the Skills Delivery Programme over the next four years.
- £1.775 million Rural Growth Network Grant which has been received in advance of the years when it will be spent.
- £0.250 million for future expenditure on HS2 Phase 2.

4.2.2. Business Units are also seeking approval to drawdown £1.548 million from reserves to support the delivery of their plans in the current financial year:

- £0.713 million from the Insurance Fund money approved by Cabinet on 8 May 2014 as part of the insurance settlement for Bath Place. This money will be used for one-off costs relating to the Property Rationalisation Programme.
- £0.012 million towards increased security at the Frank Whittle Business Centre following a break in.
- £0.823 million from the Resources Group Transformation fund to support the WES team and to support key change projects including the IT and business re-design costs.

4.2.3. At 1 April 2014 the authority held reserves of £108.431 million. The proposed use of reserves outlined above, combined with the effect of the forecast outturn would increase the level of reserves to £110.816 million. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.

4.2.4. However, one emerging area of concern is the level of the DSG reserve for the local authority's spending on DSG funded services. At the end of 2013/14 the reserve had £1.195 million in hand. The net forecast overspend on DSG funded services of £3.410 million is greater than can be accommodated from the reserve. If this is not resolved, making good the overall financial position of centrally managed DSG services will need to form part of members' deliberations on the 2015/16 budget.

4.3. Capital Programme

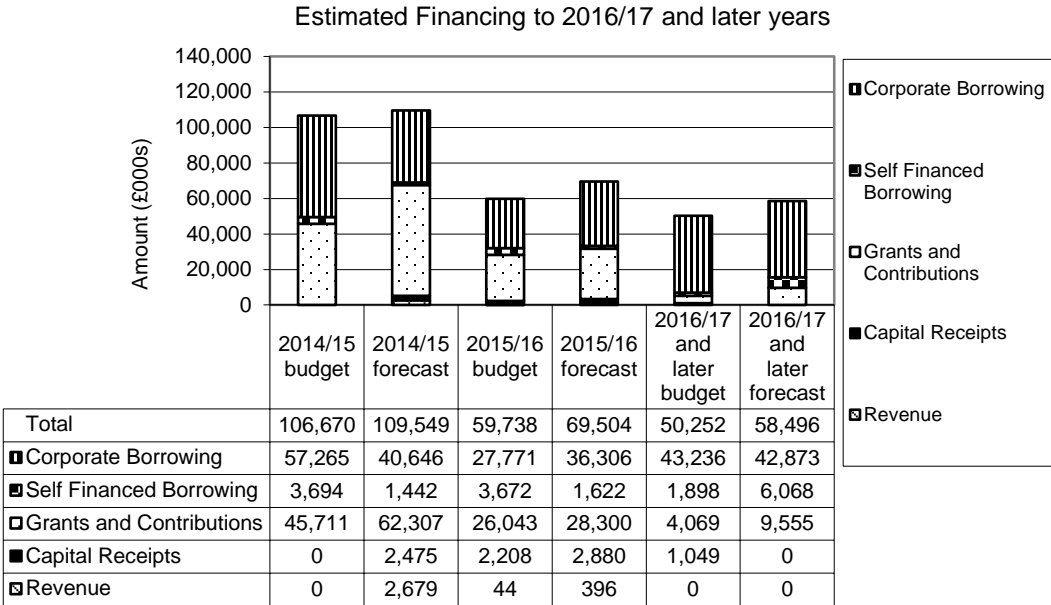
4.3.1. The total approved level of capital payments is £100.972 million in 2014/15, with a further £101.825 million of payments over the medium term. In addition to this there will be a request from Transport and Highways for a further £6.895m expenditure towards the Kenilworth Station Project put to full Council for their approval on the 25 September 2014. The figures below are inclusive of the £6,895m.

4.3.2. Managers forecasts indicate that £1.081 million of the spend planned for 2014/15 is now expected to slip into future years. But overall the total spend across the programme remains on target, subject to Members approving the allocation of grant funding to deliver the Kenilworth station project at their meeting later this month.

4.3.3. The main reasons for the £1.081 million slippage compared to the approved budget are:

- **Fire and Rescue** – There has been slippage of £0.267 million from 2014/15 into future years on the Warwickshire Fire Control Provision project. This due to the fact that the project partner (Northamptonshire Fire & Rescue) is currently undertaking a review of their control provision and this has delayed the project.
- **Learning and Achievement** – The programme has been advanced by £0.720 million from future years back into 2014/15. This is due to a requirement by the EfA to spend the Targeted Basic Need funding by September 2015 and a re-profiling of the spend to ensure that this deadline is met.
- **Physical Assets** – There has been slippage of £1.111 million from 2014/15 into future years on the Renewable Energy Projects. This is in recognition of the fact that projects which it had been hoped to begin in 2014/15 are unlikely to begin until at least towards the tail end of the financial year.
- **Economic Growth** – There has been slippage of £0.389m from 2014/15 into future years on the Lower House Farm Waste Recycling Centre project. This is due to a design problem which has delayed progress.

4.3.4. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below shows how the planned and forecast capital expenditure is to be financed. These figures include the remaining growth fund allocation of £34.745m.



- 4.3.5. The overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the Medium Term Financial Plan.
- 4.3.6. 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 background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

5. Background Papers

- 5.1. The detailed background information supporting this report is available on the Council's website. Hard copies of the information have also been placed in the Group rooms.

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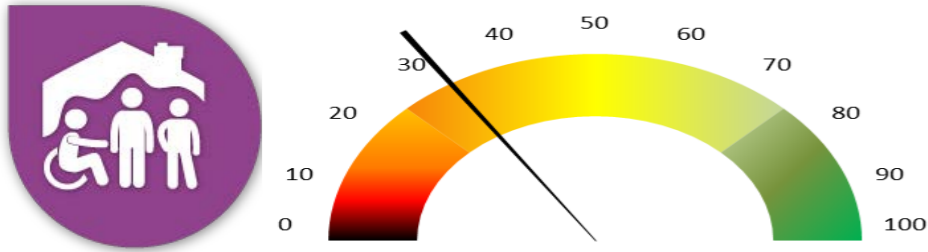
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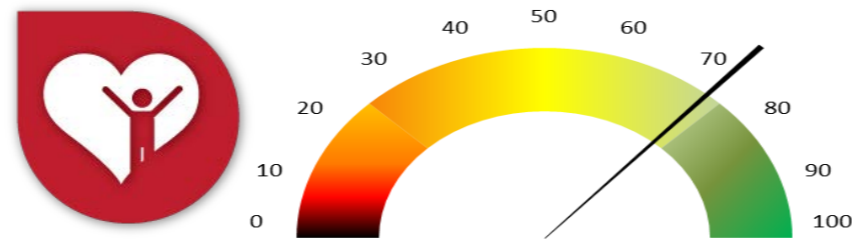
One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes

Quarter 1 April – June 2014



Our communities & individuals are safe from harm & are able to remain independent for longer

- Our vulnerable individuals are safe, protected from harm & independent for longer
- Our children live in safe and supportive families
- Our communities & individuals are encouraged to help themselves & feel safe & secure
- Our voluntary sector provide a strong offer of targeted support
- Our Councillors are strong community leaders (Information not yet available)



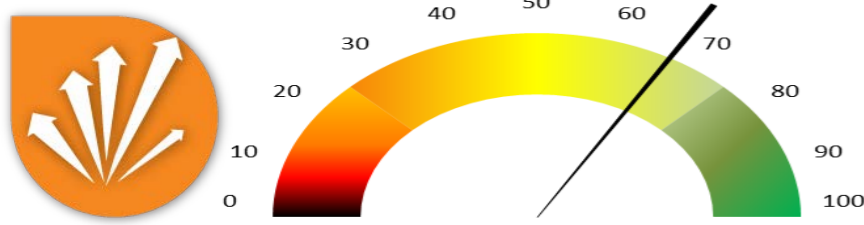
The health & well being of all in Warwickshire is protected

- Improved health & wellbeing for everyone
- Our residents have choice & exercise maximum control over their health & social care regardless of where they live
- Our residents are happy & have good levels of mental & physical health
- Young people understand the choice available to lead healthy lives
- Our residents enjoy an enhanced quality of life



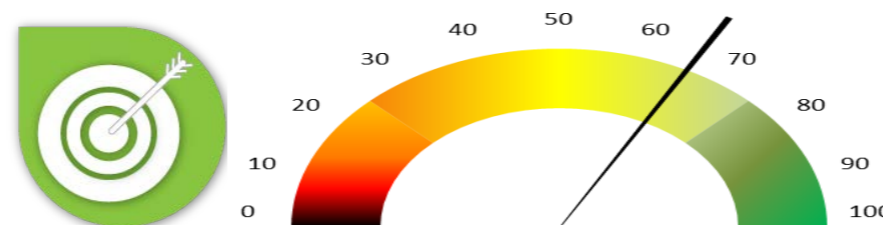
Our Economy is vibrant; residents have access to jobs, training & skills development

- Warwickshire is the business centre of choice for the region
- Our economy provides quality jobs and unlocks entrepreneurship
- Our young people are supported to meet their needs & aspirations
- Our residents learn throughout their lives, are skilled & ready for employment & fulfil their potential



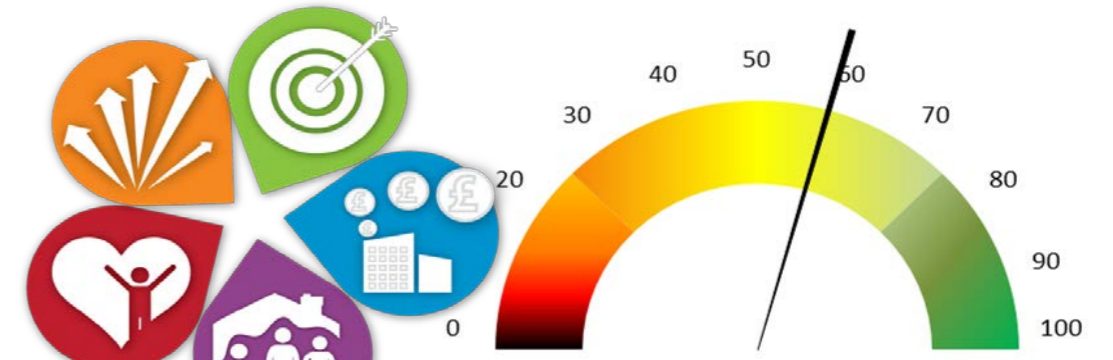
Warwickshire's communities are supported by excellent communications & transport infrastructure

- Our planning infrastructure delivers strategic solutions for partners & ourselves
- Our integrated sustainable transport networks are fit for the future & meet the needs of residents and businesses
- The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised



Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership

- The council's budget remains balanced & resources are managed effectively
- High quality needs based public services are deployed effectively & efficiently no matter how they are provided
- Customers access information through multiple channels and demand for council services is effectively managed
- Our staff are highly skilled and supported
- Risk & change is managed effectively



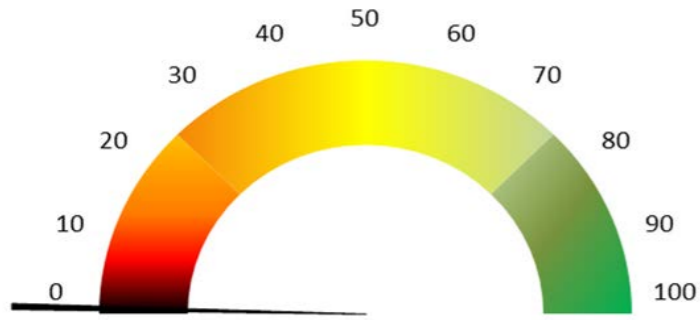
Delivery of the One Organisational Plan: Forecast at the end of Qtr 1 for 2014/15

Key

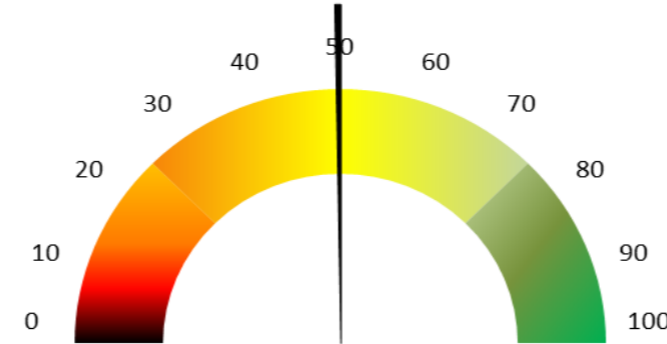
- Outcomes are not on target and are outside the tolerance set
- Outcomes are not on target but within the agreed tolerance set
- Outcomes are being achieved
- Year end forecast information not currently available and will be reported in year

One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes

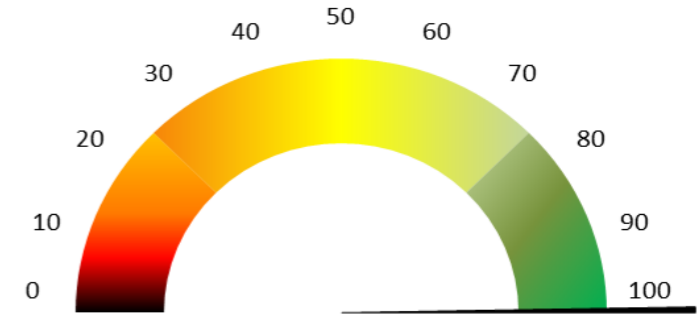
Quarter 1 April – June 2014



Customers



Resources



Risk & Change

Customers expectations are managed and they are satisfied with the services they receive

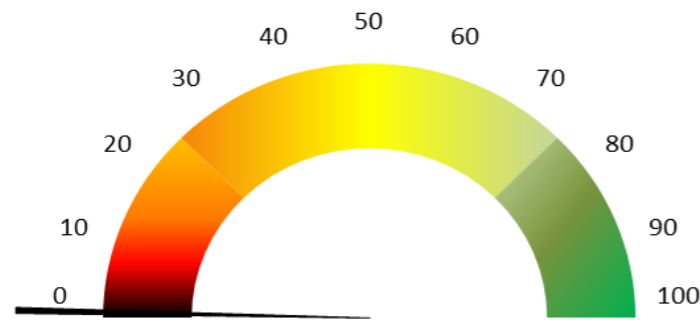
Services are delivered within the agreed budgets* excludes other services

The Council adopts a commissioning approach to service delivery

Decision makers have access to the information they need to make effective decisions

Savings are delivered to plan

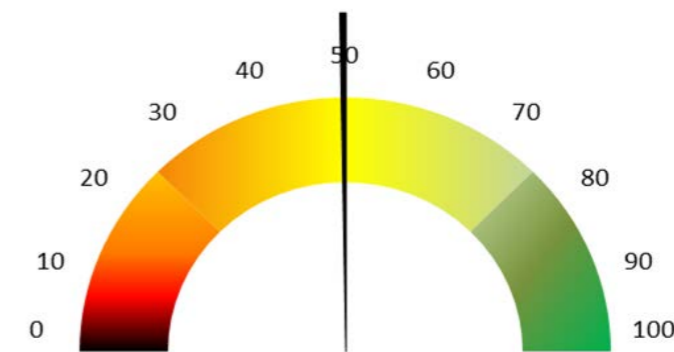
The Council operates within the law



Staff

Staff are satisfied with the Council as an employer

Staff have access to resources and information which allow them to do their job



Delivery of the One Organisational Health Outcomes: Forecast at the end of Qtr 1 for 2014/15

Key

- Outcomes are not on target and are outside the tolerance set
- Outcomes are not on target but within the agreed tolerance set
- Outcomes are being achieved
- Year end forecast information not currently available and will be reported in year

*These Outcomes will be reported in Qtr 2 once the Staff Survey Results have been analysed

One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Savings Plan Position by Business Unit

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Early Help & Targeted Support	1,048	425	678	Shortfall wholly on one project - the further development of the reablement and supporting independence service. In addition there continue to be delays in delivering the 2011-13 savings in targeted youth support. The service has insufficient reserves to cover this shortfall.	Amber
Safeguarding	896	267	391	Project plans for the delivery of the savings proposals for reducing the number of looked after children and the reduction in court ordered contact are only now being developed. The service has no reserves to cover the forecast shortfall in 2014/15.	Amber
Social Care & Support	8,748	1,583	8,264	Shortfall due to delays in projects starting and some project plans only now being developed. This is in addition to continuing problems delivering the 2011-13 savings in learning disability services. The service has sufficient reserves to cover the shortfall.	Amber
Strategic Commissioning	1,646	986	1,313	Transport cost savings are dependent on a new mobility strategy being developed, there are short term costs of the review of supporting people contracts and a double counting of savings means alternative proposals are being developed. The service has sufficient reserves to cover the shortfall.	Amber
Total People Group	12,338	3,261	10,646	The planning needed to develop and successfully implement the number of proposals in the plan means there remains a significant financial risk, especially when combined with the continued shortfalls in delivering the 2011-13 savings.	Amber
Economic Growth	725	725	725		Green
Learning & Achievement	250	1,175	1,250	Early delivery of savings from restructuring will provide some cover for the continued delays in the delivery of the 2011-13 savings in relation to reconfiguring services for vulnerable children (learning difficulties and disabilities).	Green
Localities & Communities	240	240	240	Changes in staff structure within Community Safety & Substance Misuse and delays in formulating delivery arrangements for Heritage & Culture Warwickshire. Savings have been delivered for 2014/15 and are currently forecast to be on track for future years.	Green
Public Health	0	0	0	The savings proposals for public health are in years 3 and 4 of the 2014-18 Plan.	White
Transport	1,174	1,074	1,074	Still awaiting information to determine whether plans to reduce the amount paid out in highways claims have been successful. The service has sufficient reserves to cover any shortfall.	Amber
Total Communities Group	2,389	3,214	3,289	Minor shortfalls, offset in aggregate by Learning and Achievement delivering some savings ahead of schedule, will be covered by underspends during the year or the use of reserves. There is no material financial risk to the authority.	Amber

Key

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
If over two thirds of the savings are forecast to be delivered in year it is shown as Amber.
If less than two thirds of the savings are forecast to be delivered it is shown as Red.

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Customer Service	420	420	420		Green
Finance	251	241	241	Restructuring completed later than planned which will result in a marginal shortfall in 2014/15. This will be covered by underspends elsewhere across the service.	Green
Human Resources & Organisational Development	296	152	296		Green
Information Assets	559	559	559		Green
Law & Governance	19	4	19		Green
Physical Assets	406	166	406	Balance of saving not yet delivered is dependent on the Cabinet decision on the sale of the former residential care homes that is elsewhere on today's agenda.	Amber
Service Improvement & Change Management	247	247	247		Green
Total Resources Group	2,198	1,789	2,188	Minor shortfall will be covered by underspends during the year or the use of reserves. There is no material financial risk to the authority.	Amber
Fire & Rescue	505	326	505	There has been 6 months slippage in the delivery of the joint project with Northamptonshire Fire and Rescue Service, but the Service is already operating with reduced crewing levels in Fire Control. Saving has been delivered in 2014/15.	Amber
Other Services	1,050	1,050	1,050		Green
Total Whole Authority	18,480	9,640	17,678	£0.8 million slippage in the forecast delivery of savings at Q1 is good progress. Financial risk from the delivery of savings is only in the People Group.	Amber

One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Revenue Position by Business Unit

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance # £'000	Retained Reserves £'000	Financial Standing £'000
Early Help & Targeted Support	19,587	20,287	700	(305)	(455)
Safeguarding	38,013	38,235	222	0	222
Social Care & Support	111,564	111,539	(25)	(6,925)	(6,950)
Strategic Commissioning	21,566	21,133	(433)	(3,912)	(4,318)
Total People Group	190,730	191,194	464	(11,142)	(11,501)
Economic Growth	25,346	22,258	(3,088)	(1,437)	(4,525)
Learning & Achievement	84,573	87,834	3,261	0	(236)
Localities & Communities	8,800	8,440	(360)	(2,332)	(2,692)
Public Health	22,243	21,943	(300)	(1,746)	(2,046)
Transport	28,270	28,130	(140)	(2,393)	(2,533)
Total Communities Group	169,232	168,605	(627)	(7,908)	(12,032)

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance £'000	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,561	8,505	(56)	(663)	(719)
Finance	4,241	4,074	(167)	0	(167)
Human Resources & Organisational Development	5,290	5,211	(79)	(633)	(712)
Information Assets	10,823	10,995	172	(1,253)	(1,081)
Law & Governance	907	783	(124)	0	(124)
Physical Assets	11,166	11,816	650	(1,614)	(964)
Service Improvement and Change Management	2,144	2,454	310	0	310
Total Resources Group	43,132	43,838	706	(7,140)*	(6,434)
Fire & Rescue	21,158	20,539	(619)	(966)	(1,585)
Other Services	(194,823)	(195,717)	(894)	(3,044)	(3,938)
Total Whole Authority	229,429	228,459	(970)	(30,200)	(31,170)

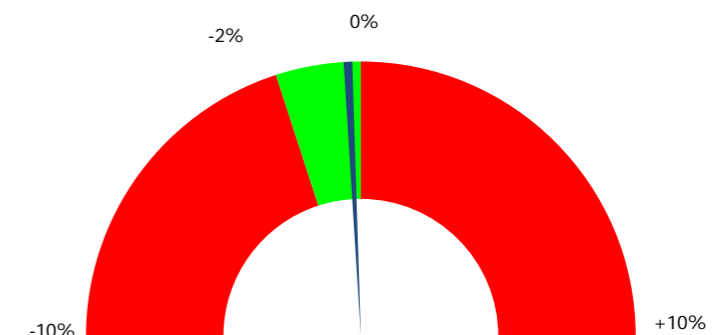
Notes

All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

- * Resources Group has retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.
- # If an element of a business units variance relates to DSG funded services this is excluded from the calculation of financial standing. This affects Strategic Commissioning (£27,000 of their underspend), Early Help (£60,000 of their underspend) and Learning and Achievement (£3,497,000 overspend, with a £236,000 underspend on core funded services).

Revenue Variance for the Whole Authority

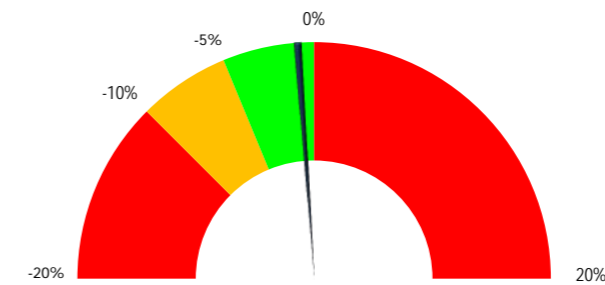


One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Customer Service	3,771	14	3,785	0	The new funds are from a revenue contribution to the capital investment in library modernisation.
Early Help & Targeted Support	1,176	0	1,176	0	
Economic Growth	1,818	0	1,818	(389)	Slippage is due to the discovery of a design fault at the Lower House Farm waste treatment and transfer facility which has delayed progress.
Fire & Rescue	14,378	(160)	14,218	(267)	The reduction in the size of the overall programme is as a result of a reassessment of the capital/revenue split of the replacement fire control project. The slippage is due to Northamptonshire FRS reviewing their future provision of control services impacting on the delivery of the joint project.
Information Assets	9,557	7,290	16,847	0	The increase in the programme, funded by £3.6m from capital growth fund and £3.7m matched funding from BDUK, was approved by Council in July
Learning & Achievement	36,678	7,015	43,693	720	All new schemes and funding approved via Portfolio Holders, Cabinet or Council. The in-year overspend is due to bringing projects forward in order to meet the grant conditions imposed by the Education Funding Agency.

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	689	0	689	0	
Physical Assets	44,246	1,632	45,878	(1,111)	Sources of additional financing are the universal free school meals grant, schools' devolved money and revenue contributions. Slippage is primarily due to the projects to reduce energy use or support renewable energy are now unlikely to begin until the tail end of the financial year.
Safeguarding	253	0	253	0	
Social Care & Support	72	0	72	0	
Strategic Commissioning	2,750	0	2,750	(52)	
Transport	62,918	1,810	71,624	18	The increase in the overall programme is as a result of new funding being received from external sources. The forecast includes spend on Kenilworth Station, funded from additional resources of £6,895,000, to be put to full Council for approval on 25 September. £18,000 spend brought forward from future years.

Slippage from 2014/15 into Future Years - Total



Key

For all current and future years forecast are slippage from 2014/15 into future years the following tolerances have been used:

- 0% to 5% underspend/slippage is shown as Green
- 5% to 10% underspend/slippage is shown as Amber
- over 10% underspend/slippage is shown as Red
- any overspend is shown as Red

One Organisational Plan Quarterly Progress Report: Management of Risk Quarter 1 2014/15

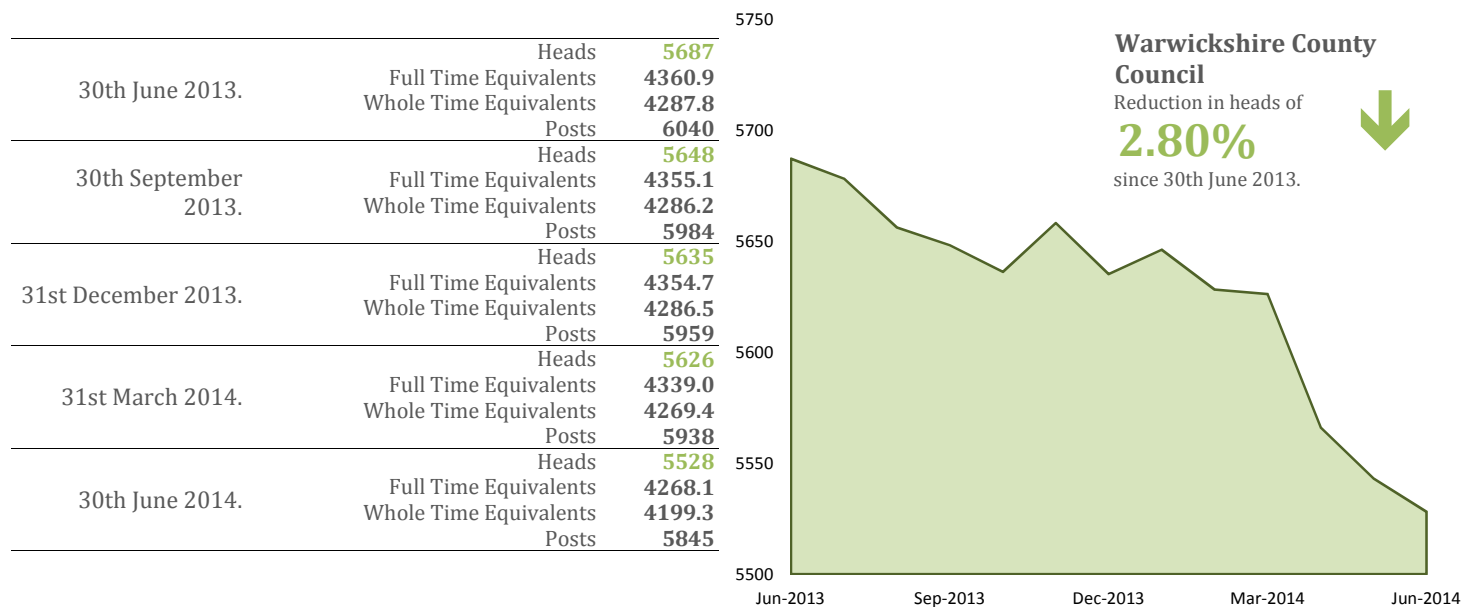
Corporate Strategic Risks

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)

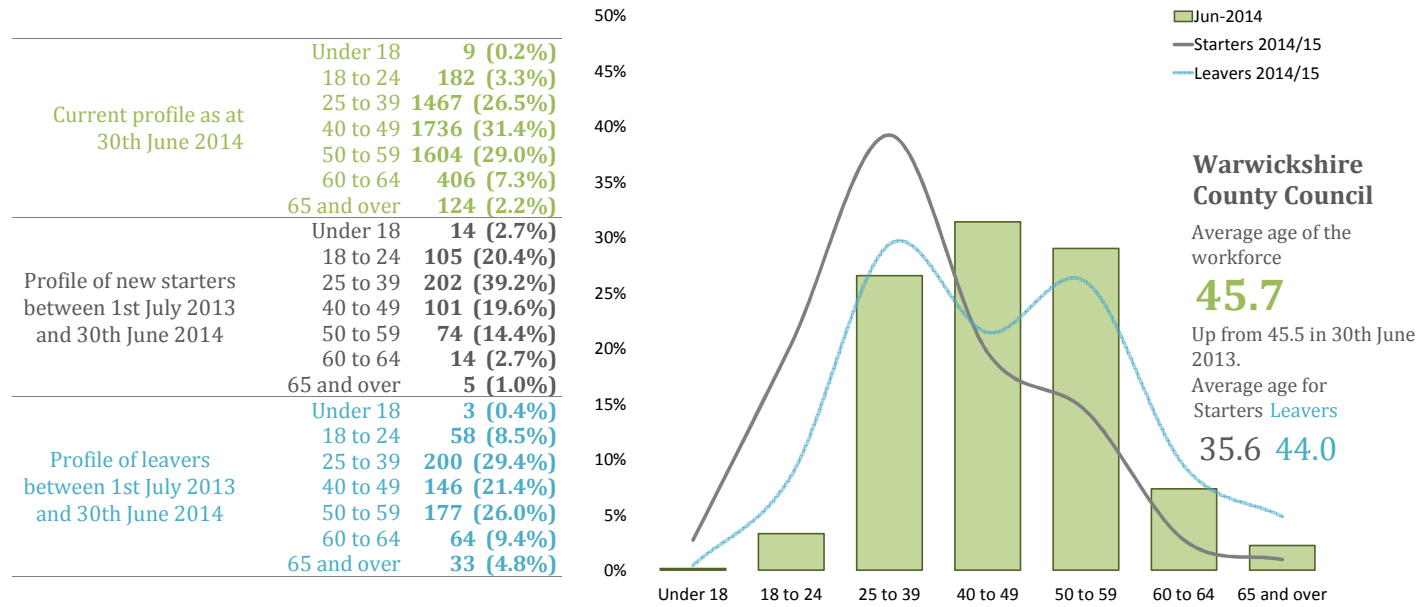
Net Red Risks extracted from the Business Unit Risk Register

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Fire and Rescue	Industrial action by operational firefighters, service control staff or support staff.	Jim Onions (Assistant Chief Fire Officer)	12 (R)	The industrial action has escalated over the last few weeks. In the foreseeable future there is no sign of a resolve to the dispute and therefore preparedness is being planned for potential escalation. Action short of strike action is currently in place with no termination date - therefore normal daily planning for appliance crewing is being disrupted.
Safeguarding	Children and Young people and vulnerable adults suffer injury or death	Sue Ross (Interim Head of Service)	12 (R)	The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review Continue to implement all recommendations arising from the Serious Case Review.

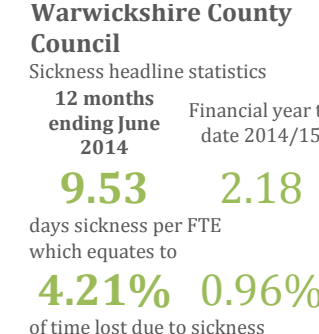
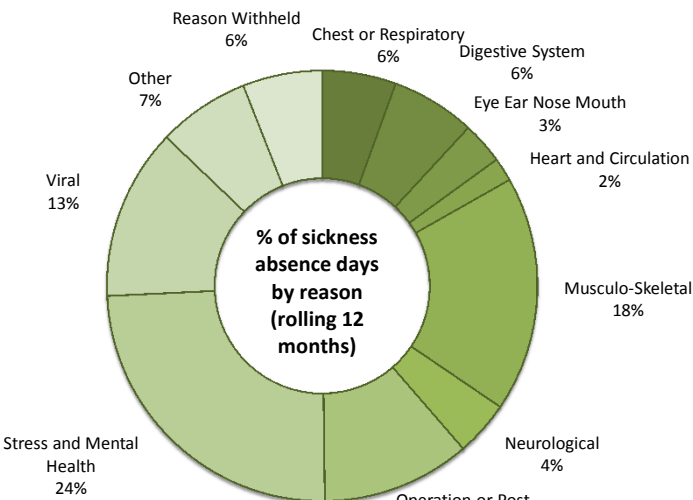
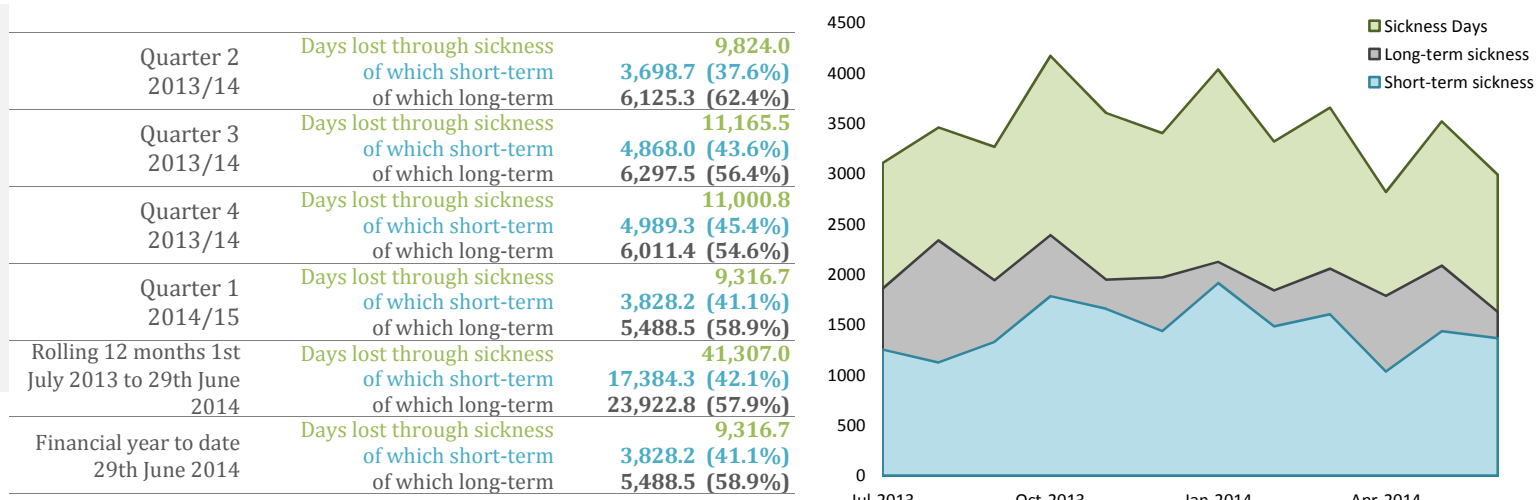
Number of employees



Age profile (heads)



Sickness absence days



- Top 5 reasons for absence (days lost)**
- Stress and Mental Health** 10,097.9 days (24.4%)
 - Musculo-Skeletal** 7,314.3 days (17.7%)
 - Viral** 5,315.0 days (12.9%)
 - Operation or Post Operative** 4,611.7 days (11.2%)
 - Other** 2,851.4 days (6.9%)

Comments

Headcount continues to decline. Last quarter saw a further reduction of 98 posts representing 1.74%.

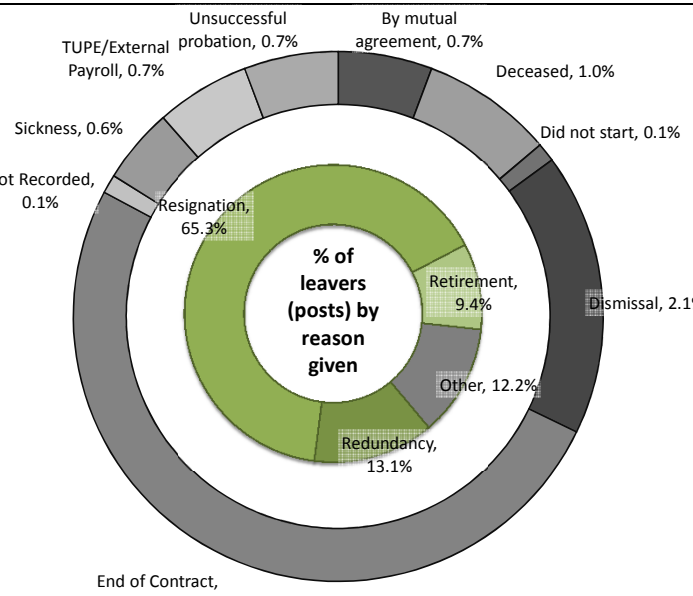
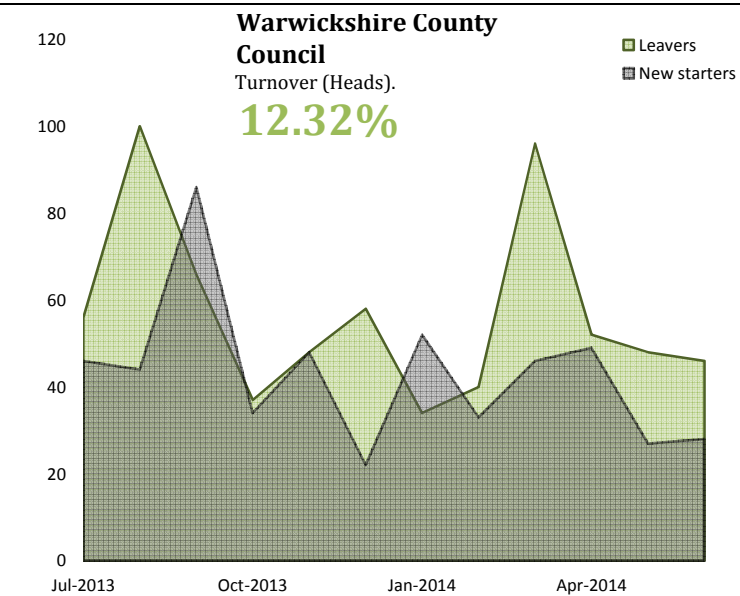
Absence management remains a priority. The last financial year saw a reduction in absence by 1.14 days per fte.

Age profile remains high. Efforts to increase the younger representation continue with the Apprenticeship programme now supporting 39 Apprentices.

Turnover is high with a large majority of staff leaving within 5 years of service. A review of the Exit Interview process is being undertaken to gain a greater understanding of our leaver profile.

Turnover of workforce 1st July 2013 to 30th June 2014.

Category	Heads	Full Time Equivalents	Posts
New Starters	515	378.5	522.0
Leavers (% turnover)	681 (12.3%)	488.1 (11.4%)	715 (12.2%)
Number of posts by the reasons for leaving (% of leavers)			
By mutual agreement	5 (0.7%)		
Deceased	7 (1.0%)		
Did not start	1 (0.1%)		
Dismissal	15 (2.1%)		
End of Contract	44 (6.2%)		
Not Recorded	1 (0.1%)		
Redundancy	94 (13.2%)		
Resignation	467 (65.8%)		
Retirement	67 (9.4%)		
Sickness	4 (0.6%)		
TUPE/External Payroll	5 (0.7%)		
Unsuccessful probation	5 (0.7%)		



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

2014/15 Revenue Budget

Service	Agreed Budget	Agreed Changes	Latest Budget	Forecast Outturn	Variation Over/ (Under)	Reason for Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	
Marketing & Communications	391	0	391	406	15	
Customer Contact	2,743	(258)	2,485	2,527	42	The Warwickshire Local Welfare Scheme will be underspent by £137k. The Customer Service Centre Supporting People budget will be overspent by £180k for interim staffing and project development work to manage the current workload and the redesign work. This will be funded by the Other Customer Services budget underspend.
Customer Relations	220	0	220	220	0	
Face to Face	3,836	247	4,083	4,024	(59)	
Other Customer Services	949	(82)	867	455	(412)	This underspend is supporting significant projects including the Digital by Default, Adult Social Care and Customer Relationship Management System integration projects. This includes funding the overspend in relation to CSC Supporting People Service.
Business Development	263	364	627	842	215	The overspend is in relation to development projects which are being funded by the Other Customer Service budget, see above.
Traded Services - Educational	0	0	0	1	1	
Traded Services - Non Educational	(112)	0	(112)	30	142	Under achievement of income target in Print Services. The Service is reviewing its service offer and looking at alternative sources of income.
Net Service Spending	8,290	271	8,561	8,505	(56)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14	Movement in Year	Effect of Outturn	Closing Balance 31.03.15	Request for (Use of)/ Transfer to Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Savings	0		(81)	(81)		
Warwickshire Local Welfare Scheme	663		137	800		
Total	663	0	56	719	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 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	150	303	0	501	48	150	303	0	501	0	0	
10624000	Libraries Radio Frequency Identification	894	(7)	0	0	887	894	(7)	0	0	887	0	0	
10631000	Library Modernisation Linked To Best Value	331	0	0	0	331	331	14	0	0	345	14	14	Additional work proposed, to be financed via a revenue contribution.
10645000	One-Stop Shops Expansion Programme 2009/10	0	180	90	0	270	0	180	90	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	41	250	600	2,105	2,996	41	250	600	2,105	2,996	0	0	
11293000	Community Information Hubs	0	100	0	0	100	0	100	0	0	100	0	0	
		1,314	673	993	2,105	5,084	1,314	687	993	2,105	5,099	14	15	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated 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	
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		1,588	1,588	
	Remaining Shortfall/(Over Achievement)		0		150	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/CS-A	Reduction in the budget for the Local Welfare Scheme	150	150	150	150	150	150	
OOP/CS-B	Applying additional income targets to the Registration Service.	150	150	150	205	150	205	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	40	80	
OOP/CS-D	Reduction in the Customer Services Projects.	70	70	70	120	70	120	
OOP/CS-E	Stop the Going the Extra Mile (GEM) Programme (Staff Recognition Scheme)	10	10	10	10	10	10	
	Total	420	420	420	565	420	565	
	Target		420	420		565	565	
	Remaining Shortfall/(Over Achievement)		0	0		145	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£460K	£460K		£460K	
Digital by default programme is delivered on time and to budget by December 2015	achieved	achieved		on target	
Standards for complaint handling are met	60% Childrens 80% All other	miss target		30% Adults 11% Childrens 53% General	Adults: Close monitoring is taking place with relevant Heads of Service. Monthly reporting to HoS, quarterly reporting to People Group GLT. We are confident that legacy complaints are now under control, and this figure should improve over the coming year. Children: This is an area for concern. Dialogue is taking place with the Head of Service to identify root causes. Head of Professional Practice and Governance alerted and actively engaged. Monthly reporting to HoS, quarterly reporting to People Group GLT. General: There has been underreporting and failure to monitor timescale compliance issues in one service area. This should now be resolved as the issues have been raised at Head of Service level, new Champions have been identified, and a system for monitoring activity is being put into place.
Maintain CSE accreditation to ensure effective management of customer expectations	retained	retained		on target	

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

2014/15 Revenue Budget

Service	Agreed Budget	Agreed Changes	Latest Budget	Forecast Outturn	Variation Over/ (Under)	Reason for Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	
Head of Service	123	100	223	233	10	The majority of variations held at Service Manager level are relatively minor and are mainly the result of maintaining ongoing vacancies that will contribute towards future years savings targets (particularly in Procurement). The difference between the Education and Non Education trading position is due primarily to a revised apportionment of Human Resources Management System costs between client categories, that better reflects actual usage. In aggregate the trading income remains as originally budgeted.
Corporate Finance and Advice	665	0	665	644	(21)	
Treasury, Exchequer, Finance Systems, Pensions	409	0	409	393	(16)	
Communities Group and Fire & Rescue Local Finance, Procurement	840	33	873	797	(76)	
People Group Local Finance, Financial Benefits & Advice	1,854	0	1,854	1,790	(64)	
Resources Local Finance, Schools Strategy & Support, Payroll	641	0	641	658	17	
Traded Services - Education	(118)	0	(118)	(232)	(114)	
Traded Services - Non Education	(306)	0	(306)	(209)	97	
Net Service Spending	4,108	133	4,241	4,074	(167)	





2014/15 Reserves Position

Reserve	Opening Balance 01.04.14	Movement in Year	Effect of Outturn	Closing Balance 31.03.15	Request for (Use of)/ Transfer to Reserves	Reason for Request
	£'000	£'000	£'000	£'000	£'000	
Savings	0	0	167	167	0	It is anticipated that any underspends will be the subject of a carry forward request to invest in delivering ongoing savings as part of the One Organisation Plan (for example, in accelerating the use of Agresso [the Council's financial system] to assist in revenue and capital planning and monitoring as well as financial project management).
Total	0	0	167	167	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/FIN-A	The reduction of financial advice and support to Managers and Members	211	201	201	211	201	211	Redundancy made later than planned, so will not be a full year effect in 2014/15 (but will be thereafter). One-off shortfall to be met from underspend elsewhere in the Business Unit.
OOP/FIN-B	Charge district councils for payroll services previously delivered free	40	40	40	40	40	40	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs	0	0	0	250	0	0	Propose putting back from 2015/16 to 2016/17 to better respond to the Care Act and to maximise efficiencies from Agresso
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost	0	0	0	0	0	250	Propose bringing a proportion (£250k) forward from 2016/17 offset FIN-C above.
	Total	251	241	241	501	241	501	
	Target		251	251		501	501	
	Remaining Shortfall/(Over Achievement)		10	10		260	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£250k	£250k		on target	
Corporate revenue and capital spending plans and treasury management strategy are produced and published on time	achieved	achieved		on target	
External audit opinion and final accounts approved on time	unqualified opinion	on target		not yet known	This is an annual measure, but the audit process is going smoothly
The capital programme is delivered on time and to budget (Education and corporate programmes)	-	-	-	-	Target and forecast to be reported from Quarter 2.
Number of times financial implications in reports are subsequently formally challenged	0	0		0	No formal challenges received for Quarter 1.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,530	0	1,530	1,497	(33)	Post held vacant in Health & Safety for future year One Organisational Plan saving.
Human Resources Service Centre	1,349	0	1,349	1,227	(122)	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Business Partners and Learning & Organisational Development	1,987	28	2,015	1,963	(52)	Post held vacant for future One Organisational Plan saving, and reduced demand for training.
Human Resources Head of Service	154	414	568	573	5	
Traded Services - Education	(72)	0	(72)	(96)	(24)	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Traded Services - Non Education	(100)	0	(100)	47	147	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Net Service Spending	4,848	442	5,290	5,211	(79)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	79	79	0	
Growing for Growth Apprenticeship Scheme	633	0	0	633	0	
Total	633	0	79	712	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-A	Review of processes and reduction in the administration of pay and pensions	61	30	61	61	30	61	
OOP/HR-B	Reduce the demand for HR professional support in line with reduction in size of the council and associated staff reductions. Proposed reduction in demand will be delivered through development and implementation of competency framework for managers to manage staff performance more effectively, more use of e-learning and self directed learning.	30	15	30	30	15	30	
OOP/HR-C	Cessation of the staff survey scheme and introduction of alternative means of gathering staff feedback.	12	12	12	12	12	12	Staff Survey has been re-instated by Corporate Board - the survey has been run using internal resource and the on costs have been absorbed within HR&OD and SICM. Direct costs will be recharged to services
OOP/HR-D	Reduction in the Learning & Development Budget to support the social care and general workforce. Savings to be achieved by increased e-learning, self directed learning, managing demand.	63	40	63	120	40	120	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-E	Reduction and changes in provision of HR policies in line with legislative frameworks which support the Council's business objectives and allow managers to manage their staff and risks more effectively with the need for limited HR support.	10	4	10	10	4	10	
OOP/HR-F	Reduction in the provision of advice and support to all managers on the full range of HR policies and there implementation at operational level and associated reduction in posts	40	15	40	40	15	40	
OOP/HR-G	Reduction in administrative support and more effective management of outputs as a result of changes to both the production of written health and safety policies and standards, and advice and guidance documentation to managers and employees to discharge their own moral and statutory health and safety responsibilities.	10	6	10	10	6	10	
OOP/HR-H	Reduction in the provision of face to face HR transactional support and procedural advice to schools and other local authorities through the use of on-line forms and more self service to schools. Alternative models for delivery of the service as well as increasing the traded services offer to schools.	70	30	70	70	30	70	
OOP/HR-I	Scaling back the management of employment records through the introduction of electronic records and manager self service and associated staff reductions	0	0	0	43	0	43	
OOP/HR-J	Scaling back the production of HR data reporting through the use of improved electronic systems including digital by default.	0	0	0	43	0	43	
OOP/HR-K	Manage demand down for the service in line with the staffing reductions across the Council by embedding the processes and systems to manage the pay and allowances framework as well as reducing the demand for support in the operation of the framework and processes.	0	0	0	61	0	61	
OOP/HR-L	Reduction in the provision of frameworks, policies and pay strategies to maintained schools to meet employer responsibilities as the number of maintained schools decline.	0	0	0	61	0	61	
Total		296	152	296	561	152	561	
Target			296	296		561	561	
Remaining Shortfall/(Over Achievement)			144	0		409	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£295k	£295k		on target	
Leadership and Management development offer is clear and attendance is maintained	-	-	-	-	Target and forecast to be reported from Quarter 2
Commercial skills development is available and attendance maintained	-	-	-	-	Target and forecast to be reported from Quarter 2

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	822		822	822	0	
Members Support	34		34	34	0	
Strategy and Programme & Innovation	871	15	886	886	0	
Corporate ICT Development	1,465		1,465	1,465	0	
Customer and Supplier Services	2,007	80	2,087	2,087	0	
Production Services	2,675		2,675	2,668	(7)	
Systems Design & Architecture	1,289	(15)	1,274	1,457	183	The report seeks approval to draw down £186k from the Resources Group Transformation Reserve to fund key project activities in 2014/15 that have led to the overspend.
Network Services	1,240	30	1,270	1,270	0	
Information Management	296	14	310	305	(5)	
Traded Services - Education	8		8	9	1	
Traded Services - Non Education	(8)		(8)	(8)	0	
Net Service Spending	10,699	124	10,823	10,995	172	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Information Assets usage of Schools PFI Project	200	0	0	200		
WAN Investment	625	0	0	625		
Going for Growth (BDUK)	428	0	0	428		
Service savings	0	0	14	14		
Resources Transformation Reserve	0	0	(186)	(186)		
Total	1,253	0	(172)	1,081	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	157	43	0	0	200	157	43	0	0	200	0	0	
11121000	Development of Rural Broadband	335	4,301	5,213	0	9,850	335	4,301	7,663	4,840	17,140	0	7,290	The increase in capital expenditure relates to the application to support the expansion of superfast broadband coverage across Warwickshire. The total increase equates to £7.3m. This is made up of £3.6m from the Capital Growth Fund and £3.7m BDUK match funding, as agreed at Council on the 1st July 2014.
		493	4,344	5,213	0	10,050	493	4,344	7,663	4,840	17,340	0	7,290	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	100	100	100	217	130	217	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	300	300	300	379	300	379	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	35	35	35	105	35	105	
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	108	108	108	215	108	215	
OOP/IA-E	Reducing the cost of developing, maintaining, and quality assuring the implementation of the ICT Strategy to ensure WCC gets maximum benefit from new ICT opportunities.	16	16	16	16	16	16	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	0	0	0	100	0	100	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	0	0	0	35	0	35	
Total		559	559	559	1,067	589	1,067	
Target			559	559		1,067	1,067	
Remaining Shortfall/(Over Achievement)			0	0		478	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£559k	£559k		£559k	
Digital by default programme is delivered on time and to budget by December 2015	achieved	achieved		Milestones within tolerance	Overall the project remains on target to be delivered to the overall plan. At the end of Qtr 1 of the 15 elements within the programme, 8 are green and 7 are amber.
Overall availability of ICT network	<14	<14		0	
The BDUK project is delivered on time and to budget	achieved	achieved	-	-	No milestones this quarter
Major IT development programmes are delivered/implemented on time and to budget	achieved	achieved		on target	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	485		485	467	(18)	Staffing vacancy now recruited to.
School Governor Services	82		82	82	0	
Insurance, Internal Audit and Risk Management	473	27	500	500	0	
Law and Governance Administration	0		0		0	
Legal Core	405	19	424	424	0	
Traded Services - Educational	(62)		(62)	(56)	6	
Traded Services - Non Educational	(522)		(522)	(634)	(112)	Reduction in staffing costs together with additional income generated from external custom.
Net Service Spending	861	46	907	783	(124)	




2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0		124	124		
Total	0	0	124	124	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LG-A	Reduce level of Internal Audit and Assurance Support	19	4	19	19	4	19	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	0	0	0	35	0	35	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	0	0	0	12	0	12	
OOP/LG-D	Increase External Income Potential through Legal Services	0	0	0	6	0	6	
OOP/LG-E	Reduce School Governance Support in light of changing relationship between Local Authority and Schools	0	0	0	0	0	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	0	0	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	0	0	0	
	Total	19	4	19	72	4	72	
	Target		19	19		72	72	
	Remaining Shortfall/(Over Achievement)		15	0		68	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£19k	£19k		£4k	
Structure for Overview and Scrutiny Committees identified for debate	-	-	-	-	Measure not reported in Quarter 1
% customer satisfaction with Councillors as community leaders	-	-	-	-	Target and forecast to be reported from Quarter 2.
Annual Governance Statement approved by external auditors and Council on time	achieved	achieved		AGS Drafted	Draft AGS agreed by Audit and Standards Committee and evidence file produced to external auditors. Awaiting external auditor comments.
Agreed elements of the constitution are reviewed	achieved	achieved		achieved	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	931	(38)	893	893	0	
Construction Services	2,182	8	2,190	1,825	(365)	This budget is no longer required in 2014/15 as Warwickshire has been moved to a later phase of the Carbon Reduction Commitment Scheme and it is proposed to temporarily transfer this money to a specific reserves until it is needed in future years.
Facilities Management	9,739	36	9,775	9,746	(29)	
Estates & Smallholdings	(150)	0	(150)	(167)	(17)	
Asset Strategy	270	0	270	270	0	
Programme Management & Special Projects	(830)	146	(684)	130	814	£713k of this variation represents one off revenue costs of Property Rationalisation (dilapidation obligations on vacating leased property and on going conversion works), that will be funded from the Property Rationalisation Programme specifically set up for this purpose.
Traded Services - Education	(945)	0	(945)	(764)	181	Trading income in catering is forecast to be £201k under recovered but is being managed and there are sufficient funds in the Catering Equalisation Reserve to meet the shortfall in 2014/15.
Traded Services - Non Education	(183)	0	(183)	(117)	66	
Net Service Spending	11,014	152	11,166	11,816	650	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Planning Reserve	500	0	0	500	0	
Catering Equalisation Account	401	0	(201)	200	0	
Property Rationalisation Programme (Bath Place)	0	713	(713)	0	713	To fund dilapidation obligations on vacating leased property and on going conversion works.
Carbon Reduction Commitment	0	0	317	317	(317)	This budget is no longer required in 2014/15 as Warwickshire has been moved to a later phase of the Carbon Reduction Commitment Scheme and it is proposed to temporarily transfer this money to a specific reserves until it is needed in future years.
Savings	0	0	(53)	(53)	0	
Total	901	713	(650)	964	396	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	714	211	0	0	925	714	211	0	0	925	0	0	
10972000	Planning Consent For Europa Way	331	34	0	0	365	331	94	0	0	425	60	60	Revenue Contribution of 60k to cover ongoing extra planning advice and consultation
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	9,866	13	0	0	9,879	9,866	13	0	0	9,879	0	0	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	60	1	0	0	61	60	1	0	0	61	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	150	600	0	750	(600)	0	
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	1,156	0	0	1,156	1,156	1,156	Scheme agreed by Council Leader report 13/06/14. DfE grant of £1,025,172 plus £50,000 contribution moved from budgets (£25k 11145000 and £25k 11143000). Further £80,500 funding agreed as per Cabinet report 22 July 2014 from Learning & Achievement Grants.
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	442	201	0	0	643	442	206	0	0	648	5	5	
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	432	50	0	0	481	432	50	0	0	481	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratlnstn	93	5	0	0	98	93	0	0	0	93	(5)	(5)	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	2,611	889	0	0	3,500	2,611	889	0	0	3,500	0	0	
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	603	43	0	0	647	603	43	0	0	647	0	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	326	348	0	0	674	326	353	0	0	679	5	5	
Structural Maintenance														
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,985	0	0	0	1,985	1,985	2	0	0	1,987	2	2	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,841	0	0	0	1,841	1,841	1	0	0	1,841	1	1	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,835	0	0	0	5,835	5,835	5	0	0	5,840	5	5	£5,000 transferred from 11145000
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	291	20	0	0	311	291	(1)	0	0	289	(22)	(22)	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	2,035	500	0	0	2,535	2,035	473	0	0	2,508	(27)	(27)	
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	1,237	55	0	0	1,292	1,237	55	0	0	1,292	0	0	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	5,876	102	0	0	5,978	5,876	202	0	0	6,078	100	100	100k Moved from 11145000 to cover extra cost of ongoing projects.
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	311	0	0	311	0	333	0	0	333	22	22	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	1,291	0	0	1,291	0	1,266	0	0	1,266	(25)	(25)	
11144000	Non School - Planned Bldg, Mech & Elect Backlog 2014/15	0	2,522	0	0	2,522	0	2,649	0	0	2,649	127	127	£2,145 moved to 11029000 and £583 moved to 11033000. £27,000 moved from 11037000 and RCCO Contribution currently estimated at £80,000, PRP RCCO contribution of £23,000 project E1843

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	5,565	0	0	5,565	0	5,803	0	0	5,803	238	238	£100,000 moved to 11039000 to cover extra cost of ongoing projects. £25,000 moved to contribution to UIFSM project 11318000. £5,108 moved to 11035000, £171 moved to 11031000. £1,460 moved to 1107400, £30,000 moved to Kingsway 11174000. Contributions from schools for Wembrook £97,000, Southam College £13,250, St Nicholas £25,000, Croft Junior £14,000. Thus making the total contribution from schools £149,250. In addition to this there will be an RCCO contribution currently estimated at £250,000.
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	311	0	311	0	0	311	0	311	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11226000	Non School - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,569	0	2,569	0	0	2,569	0	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 School - 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 School - 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														
10592000	Small Scale Reactive / Minor Improvements County-Wide	151	138	0	0	289	151	115	23	0	289	(23)	0	
Energy														
10400000	Climate Change 2009/10	257	97	0	0	354	257	97	0	0	354	0	0	
10410000	Climate Change 2007/08	350	9	0	0	359	350	0	0	0	350	(9)	(9)	
11135000	Various Properties - Reducing Energy	0	1,044	1,200	0	2,244	0	100	400	1,744	2,244	(944)	0	Various energy projects which it was previously hoped would begin early in 2014/15 are now recognised as unlikely to begin until at least towards the tail end of the financial year.
11136000	Various Properties - Renewable Energy	75	1,677	1,750	1,898	5,400	75	500	500	4,324	5,400	(1,177)	(0)	Various energy projects which it was previously hoped would begin early in 2014/15 are now recognised as unlikely to begin until at least towards the tail end of the financial year.
11159000	Wark Saltisford Office Park - Pv Micro Genertn Syst	112	2	0	0	114	112	2	0	0	114	0	0	

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	10	240	0	0	250	10	340	0	0	350	100	100	100k moved from 11141000 to Cover Extra work needed on Building Foundations and Associated Work due to problems found by Topographic Survey. Funding from Capital Receipt as agreed in Cabinet Report dated 13th December 2012 item 15 sub section 5 now is expected to be received in financial year 2015/16
11140000	Rural Services Capital Maintenance 2013/14	254	10	0	0	264	254	11	0	0	265	1	1	
11141000	Rural Services Capital Maintenance 2014/15	0	814	0	0	814	0	713	0	0	713	(101)	(101)	100k moved to 11139009 to Cover Extra work needed on Building Foundations and Associated Work due to problems found by Topographic Survey.
11228000	Rural Services Capital Maintenance 2015/16	0	0	789	0	789	0	0	789	0	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	
		35,786	16,943	10,435	16,868	80,032	35,786	15,832	9,008	21,038	81,664	(1,111)	1,632	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated 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	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	
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	2,286	
Total		3,637	3,637	4,421	3,637	4,321	
Target			3,637		4,421	4,421	
Remaining Shortfall/(Over Achievement)			0		784	100	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/PA-A	Reduce feasibility budgets	68	68	68	68	68	68	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings)	210	0	210	250	0	250	£210k saving for 2014/15 is subject to Cabinet approval on 18th September 2014 for the disposal of care homes
OOP/PA-C	Introduce a charge to staff for the use of WCC owned car parking facilities in the central Warwick area covering Barrack Street Car park, Cape Road Car Park and Salford Car Park.	10	0	10	50	0	50	Scheme proposals are at the planning stage, but savings remain on track to be delivered.
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	8	8	8	14	8	14	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	15	0	15	47	0	47	Sub-regional proposals have been replaced by more deliverable internal efficiencies and reduction in costs
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	5	0	5	11	0	11	Universal Infant School Meals should deliver this additional income
OOP/PA-G	Redesigning of the planning function to ensure service efficiencies including the reduction of posts	60	60	60	60	60	60	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	15	15	15	35	15	35	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	15	15	15	45	15	45	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	0	0	0	75	0	75	
OOP/PA-L	Deliver a 2 nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	0	0	0	350	0	350	PRP2 programme in place for launch from April 2015.
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	0	0	0	37	0	37	
	Total	406	166	406	1,042	166	1,042	
	Target		406	406		1,042	1,042	
	Remaining Shortfall/(Over Achievement)		240	0		876	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£406k	£406k	●	£166k	
The property rationalisation programme is delivered on time and within budget	£800K	£800K	★	£784K	
Digital mailroom is delivered on time and to budget	achieved	delayed	●	1 milestone missed	
The capital programme is delivered on time and to budget (EDU & CORP)	100%	100%	★	20% committed	20% budget committed - ongoing difficulty with programming non school maintenance works due to size of sensitive property list.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	768	45	813	722	(91)	Higher than anticipated one off income generated in year
Observatory	396	10	406	411	5	
Service Improvement and Change Management Admin	167	0	167	89	(78)	Partial year staff vacancies .
Development and Support	719	0	719	1,015	296	Expenditure on transformation projects which will be funded from the Resources Group transformation reserve.
Commercial Enterprise	45	0	45	219	174	Transformational activity in WES will be funded from the Resources Group transformation reserve.
Traded Services - Education	(6)	0	(6)	(2)	4	
Net Service Spending	2,089	55	2,144	2,454	310	


2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	(310)	(310)		
Total	0	0	(310)	(310)	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SICM-A	Cessation of the Transformation through Strategic Commissioning Programme with arrangements to 'mainstream' activity associated with the programme within Services. This will include a reduction in posts.	247	247	247	247	247	247	
OOP/SICM-B	Cessation of the WCC support to the Sub-regional Programme Office with the potential closure of the Programme Office which will include a reduction in posts. There will be a need for a dialogue with Sub-regional partners regarding the impact of this decision.	0	0	0	68	0	68	
OOP/SICM-C	The business support function for Resources will be remodelled. This proposal will deliver savings in consumables as well as reduction in posts.	0	0	0	50	50	50	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	0	0	0	25	0	25	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	0	0	0	40	0	40	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	0	0	0	60	0	60	
OOP/SICM-G	Increase income generation activities	0	0	0	40	0	40	
	Total	247	247	247	530	297	530	
	Target		247	247		530	530	
	Remaining Shortfall/(Over Achievement)		0	0		233	0	

Key Group Business Performance Information for SICM April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£247k	£247k		£247k	

Cabinet

13 November 2014

One Organisational Plan Quarterly Progress Report April – September 2014











Recommendations

Cabinet are recommended to:

- a) Note the detailed progress on the delivery of the One Organisational Plan as at the end of September 2014 as set out in Appendix A
- b) Note the overall progress on the delivery of the One Organisational Plan as summarised in section 1 – 3 of the covering report.
- c) Approve the transfer of £9.796 million from 2014/15 budgets to Business Unit reserves to support the delivery of services in future years, as outlined in paragraph 3.2.1.
- d) Approve the use of £1.785 million of reserves to support plans for the delivery of services in 2014/15, as outlined in paragraph 3.2.2.
- e) Approve the revised capital payments totals and the revised financing of the 2014/15 capital programme as detailed in the table in paragraph 3.3.4.
- f) Request that Corporate Board report back on proposals for how the position for those Business Units in deficit can be resolved both in the current and future years as part of the Quarter 3 One Organisational Plan Progress Report.

1. Progress on the Overall Delivery of the One Organisational Plan

1.1 The table below presents pictorially the overall progress on the delivery of the key elements that make up the One Organisational Plan and further detail in relation to these areas is set out in the appendix to this report.

OOP: Outcomes	Organisational Health	Revenue (Variance)	Savings
 Amber	 Amber	 Red	 Green
Capital Spend & Slippage in to future Years	Strategic Risks	Workforce	 Overall Delivery
  Green Amber	 Amber	 Amber	 Amber

2. Performance Commentary

2.1. Overall, we are forecasting that at the end of the September, we are within tolerance (Amber) to deliver all of the high level Outcomes as set out in the One Organisational Plan.

2.2. Only under the Outcome, “Warwickshire's communities are supported by excellent communications & transport infrastructure” are we reporting an overall Red status for the supporting theme “Our planning infrastructure delivers strategic solutions for partners and ourselves”.

2.3. Supporting the delivery of the One Organisation Plan Outcomes, are specific key business outcomes and key business measures that contribute to the successful delivery of the One Organisational Plan. These are being closely managed to ensure that any areas of concern are resolved and brought to Members attention as required as the year progresses.

2.4. Overall, of the Key Business Outcomes that support the delivery of the Outcomes in the plan, 48% of all the supporting key business outcomes are forecasting that they will achieve the targets set (Green).



2.5. In Quarter 1 we reported that there was one area that could potentially remain below target and this was the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer”. At the Mid Year point, this position has changed and themes under this category are all now forecasting to be delivered or are within tolerance.

2.6. The successful delivery of the One Organisational Plan, is dependent on the staff that work for WCC to deliver it, and whilst the overall delivery of the Plan remains on track, there are a number of specific workforce areas that are being looked at more closely to ensure that WCC has a fit for purpose workforce.

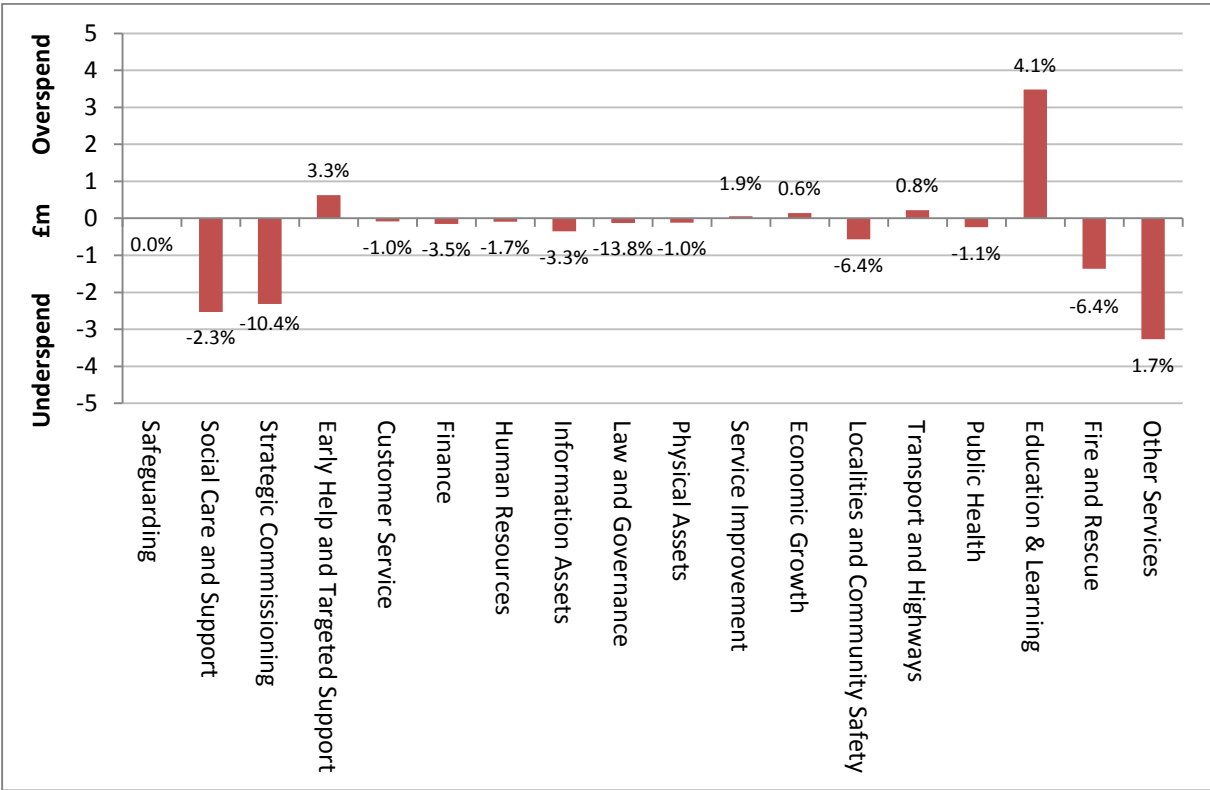
2.7. Since the beginning of the financial year there has been a reduction of 223 posts representing 4% of the workforce. However, what is becoming apparent is that of the remaining workforce, the age profile is relatively high. Efforts to increase the younger representation continues and positively, the apprenticeship programme now supports 41 Apprentices across the County Council.

2.8. At the mid year point, WCC continues to performance manage the number of significant risks to the organisation, and there is only one net red risk which is is “Safeguarding Children & Vulnerable Adults in our community and WCC inability to take action to avoid abuse, injury or death”. This risk has been set at a constant red risk level because of the nature of the risk.

3. Financial Commentary

3.1. Revenue Budget

- 3.1.1. The approved controllable revenue budget for 2014/15 is £227.987 million. Against this, at Quarter 2, an underspend of £6.704 million or -2.9% is forecast. This contrasts to the underspend position of £0.970 million, or -0.4% against a budget of £229.429 million at Quarter 1.
- 3.1.2. The agreed tolerance for underspends is 2% which means the forecast falls outside of this tolerance. Some Business Units are requesting to transfer a proportion their underspends to reserves, which if approved by members, will bring the overall underspend below the 2% tolerance.
- 3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the agreed tolerance. To supplement the assessment of financial performance against these tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process will be reported to Members as part of these quarterly reports.



- 3.1.4. At Quarter 2 five Business Units are forecasting that they will overspend and a further seven are forecasting underspends greater than the revised -2% tolerance agreed in the 2014-18 Plan. The main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those Business Units overspending and those underspending. The

size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised.

Overspends

- Early Help and Targeted Support – The forecast overspend of £0.624 million is as a result of continued slippage in the delivery of, and transition costs (consultation, notice and transition costs etc.) in relation to, delivery of both the IDS and Children Centres savings. These costs can only partially be covered by the Business Unit's contingency for demand-led pressures and the overall financial position is unlikely to be fully corrected by the end of 2014/15. The Business Unit has insufficient reserves to cover this overspend and therefore an alternative source of funding will need to be identified.
- Service Improvement – The forecast overspend of £0.057 million relates to additional spending on transformation projects and will, subject to Cabinet's approval, be funded from a drawdown from the Resources Group transformation reserve.
- Economic Growth – The forecast overspend of 0.139 million relates to an overspend on the Rural Growth Network Project. The grant money for this pilot project is held in reserves and any shortfall in funding will be drawn down at Quarter 3 when there should be more certainty about the expected spend for the year.
- Transport and Highways – The forecast overspend of £0.222 million relates to additional spending on Road Safety and Traffic Projects which will be covered, subject to Cabinet's approval, from a drawdown from the Speed Awareness Workshop reserve.
- Education and Learning – The forecast overspend of £3.478 million. In particular out-of-county placements is forecasting to overspend by £5.357 million and SEN transport by £0.681 million. These demand-led pressures can only partially be covered by the Business Unit's contingency for such eventualities. Both areas are undergoing fundamental services reviews at present but these are unlikely to deliver a turnaround sufficient to rectify the budget position in 2014/15 and SEN transport also has a large savings target from next year as well. Neither the Business Unit reserves nor the DSG reserve for County Council responsibilities for schools and pupils have sufficient funds to cover this overspend and therefore an alternative source of funding will need to be identified.

Underspends

- Social Care and Support – The underspend of £2.534 million is mainly due to delays in the implementation of the Care Act and will need to meet implementation costs in future years.
- Strategic Commissioning – The majority of the £2.317 million underspend is due to the funding set aside for the implementation of the new care system which is now not expected to be fully utilised in 2014/15. Instead the unused funding will be needed to complete the implementation in 2015/16 and, subject to Cabinet's approval, £1.685 million will be transferred to reserves to meet future year's expenditure to ensure the capacity is not lost.

- Localities and Community Safety – The forecast underspend of £0.567 million relates to Priority Families reward funding received from DCLG together with anticipated pressures on the Drug and Alcohol Action Team not materialising this financial year. Subject to Cabinet’s approval a number of this Business Unit’s forecast underspends will be transferred to reserves to support future pressures.
- Finance – The underspend of £0.148 million is mainly as a result of maintaining on-going vacancies that will contribute towards future savings targets. Subject to Cabinet approval it is proposed to transfer £0.095 million of this underspend to a Finance Training reserve in order to increase the proportion of finance staff who are professionally qualified and to offer training to other staff to help them meet their financial responsibilities.
- Information Assets – This underspend of £0.354 million is due to the re-phasing of spend on the BDUK project over future years which was agreed by Cabinet on 5 June 2014.
- Law and Governance – The £0.125 million underspend has arisen because of additional income generated from external customers.
- Fire and Rescue – The majority of the £1.364 million underspend relates to the Fire Control project. The Service made a decision to draw upon all of the grant reserves in 2014/15. However, it is likely the project will continue into 2015/16 and, subject to Cabinet’s approval, the underspend will be transferred to the specific reserve for this purpose.

3.1.5. Whilst overall the financial position of the authority remains healthy, when considering these forecasts alongside the progress reported in Appendix A on the delivery of savings, the authority is facing an increase in financial risk from children’s services, in particular the Education & Learning and Early Help & Targeted Support Business Units. These Business Units do not have sufficient reserves to cover the level of overspends being forecast or the delays in the delivery of savings by almost £3.8 million. There has been no material change to the financial position of these Business Units over the last quarter. Even with concerted management action it appears unlikely there will be a sufficient turnaround in the financial position to bring their balances back on an even keel. As a result Corporate Board are considering what action is needed to put these services on a sustainable financial footing in future years.

3.2. Reserves

3.2.1. In light of the revenue position reported above, Business Units are seeking Members’ approval to put £9.796 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

- £2.044 million to support the implementation of the Care Act in future years from Social Care and Support.
- £1.310 million to meet the implementation of the Care Information System in future years costs.
- £0.375 million to meet uncertainty around funding for the Care Act requirements in future years from Strategic Commissioning.

- £0.095 million unspent grant on the Warwickshire Local Welfare Scheme.
- £0.095 million to fund finance staff attaining professional qualifications which span more than one year and to offer training to other staff to help them meet their financial responsibilities.
- £0.565 million for spending on the BDUK Project from now until 2017/18.
- £0.190 million to support the implementation of the One Organisational plan over years 2, 3 and 4 for Service Improvement & Change Management.
- £0.025 million into Communities accommodation reserve to ensure premises continue to meet minimum standards.
- £0.088 million of DEFRA grant relating to our Sustainable Urban Drainage Approval Body role which will now be spent in future years.
- £0.200 million which had previously been brought forward from last year to fund Drug and Alcohol initiatives which will now take place next year.
- £0.139 million unspent reward funding from DCLG which will be used to support Priority Families Phase 2.
- £0.078 which had previously been brought forward from last year but will now be spent in later years to support the Family Intervention Project.
- £0.093 million to fund future secure remand costs which has demand volatility.
- £0.581 million for transition costs and service expansion of the Family Nurse Partnership in 2015/16.
- £0.680 million of Special Educational Needs and Disabilities grant to support spending on qualifying activities over the current medium term financial plan.
- £0.075 million to the Fire Pensions Reserve due to less early ill health retirements and injury awards than expected.
- £0.788 million for the Fire Control Project spending in future years.
- £0.400 million to support the delivery of the Fire and Rescue Service savings targets in future years.
- £1.530 million in anticipation of interest rates rising next year allowing any increase in the of cost of borrowing not to impact on the integrity of the 2014-18 Plan.
- £0.247 million to support County Council elections in 2017.
- £0.198 million to Resources Group reserves which is the saving from repaying debt last year.

3.2.2. Business Units are also seeking approval to drawdown £1.785 million from reserves to support the delivery of their plans in the current financial year:

- £0.300 million to replace the Wide Area Network.
- £0.839 million from the Speed Awareness Workshop reserve which partners have agreed to cap at £0.920 million. Half of this money is due to be paid to Warwickshire Police.
- £0.341 million to support Public Health spending in 2014/15.
- £0.305 million from the Resources Group Transformation Fund to aid improvements to corporate systems and support.

- 3.2.3. At 1 July 2014 the authority held reserves of £108.540 million. The proposed drawdown of reserves outlined above, combined with the effect of the forecast outturn would increase the level of reserves to £113.459 million. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.
- 3.2.4. However, as already mentioned above, one emerging area of concern is the level of the DSG reserve for the local authority's spending on DSG funded services. At the end of 2013/14 the reserve had £1.395 million in hand. The net forecast overspend on DSG funded services of £4.487 million is greater than can be accommodated from the reserve. If this is not resolved, making good the overall financial position of centrally managed DSG services will need to form part of members' deliberations on the 2015/16 budget as well as how to resolve the in-year financial position.

3.3. Capital Programme

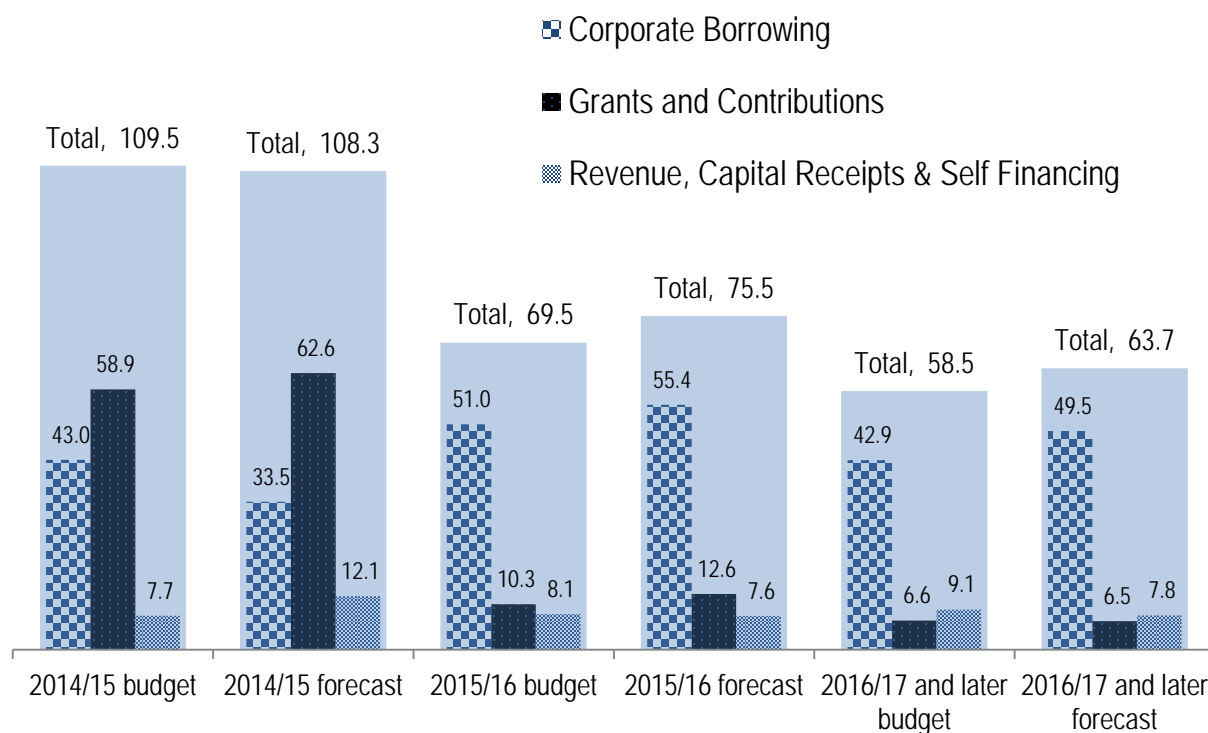
- 3.3.1. The total forecasted level of capital payments is £100.416 million in 2014/15, with a further £113.009 million of payments over the medium term. In addition, the remaining Capital Growth fund allocation is £7.876 million for 2014/15 with a further £26.169 million over the medium term. Of this £34,045 million, £3.202 million was approved at Council on 28th October 2014 for allocation to the Bermuda Connectivity Project within Transport and Highways. This allocation will be reflected within the Quarter 3 report.
- 3.3.2. Managers forecasts indicate that £8.782 million of the spend planned for 2014/15 is now expected to slip into future years. This brings the total slippage in the year to date to £9.863 million. But overall the total spend across the programme remains on target.
- 3.3.3. The main reasons for the £8.782 million slippage compared to the approved budget are:
- Fire and Rescue – There has been slippage of £6.407 million from 2014/15 into future years on the Leamington Spa Fire and Rescue Centre project. The options for this project are still being considered and as at Quarter 2 it is considered unlikely that any expenditure will take place in 2014/15.
 - Education and Learning – There has been slippage of £0.430 million from 2014/15 into future years across various school projects. For two basic need projects at Milverton and Welcombe Hills Schools, this has been due to problems meeting the terms of the grant following recent OfSTED reports. For the St Michaels School extension project, Sport England has made an objection to the proposed works resulting in the scheme being delayed until such time as the issue can be resolved.
 - Physical Assets – There has been slippage of £0.259 million from 2014/15 into future years on the Renewable Energy Projects as some schemes originally hoped to commence in 2014/15 will not now progress until 2015/16. There has also been slippage of £0.250 million on the

Tysoe/Hopkins farm project. This is due to a delay in gaining building regulations approval.

- Transport – There has been slippage of £1.343 million from 2014/15 into future years across various transport projects. £0.586 million is due to a delay in the receipt of developer funding. £0.700 million is due to awaiting Member agreement on how to spend the allocation for safer routes to schools. The balance of £0.057 million is made up of minor changes across various schemes.

3.3.4. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below shows how the planned and forecast capital expenditure is to be financed. These figures include the remaining growth fund allocation of £34.045 million before the £3.202 million allocation approved by Council on 28th October 2014.

Estimated Financing to 2016/17 & Later Years (£m)



	2014/15 Budget	2014/15 Forecast	2015/16 Budget	2015/16 Forecast	2016/17 and later Budget	2016/17 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	109,549	108,292	69,504	75,453	58,496	63,725
Corporate Borrowing	42,980	33,543	51,042	55,363	42,873	49,504
Self Financed Borrowing	1,442	5,210	1,622	2,272	6,068	6,068
Grants and Contributions	58,892	62,629	10,300	12,551	6,555	6,497
Capital Receipts	3,556	3,395	6,144	4,896	3,000	1,656
Revenue Contribution	2,679	3,516	396	371	0	0

- 3.3.5. The overall level of borrowing remains within the envelope approved in February. Although the borrowing figures are above the £20 million limit this is due to slippage on schemes originally approved to take place in earlier years. Therefore there is no impact on the Medium Term Financial Plan.
- 3.3.6. 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 background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

4. Background Papers

- 4.1. The detailed background information supporting this report is available on the Council's website. Hard copies of the information have also been placed in the Group rooms.

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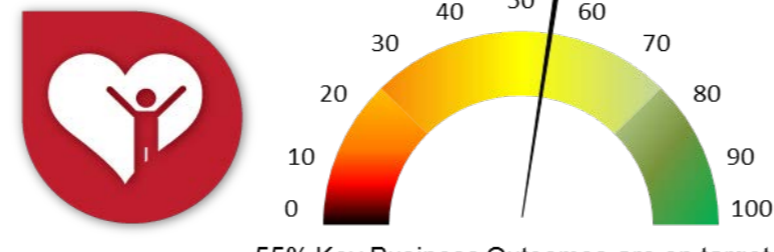
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One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes Mid Year April–Sept 2014



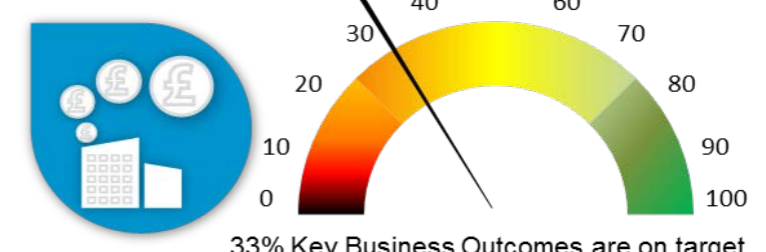
Our communities & individuals are safe from harm & are able to remain independent for longer

- Our vulnerable individuals are safe, protected from harm & independent for longer
- Our children live in safe and supportive families
- Our communities & individuals are encouraged to help themselves & feel safe & secure
- Our voluntary sector provide a strong offer of targeted support
- Our Councillors are strong community leaders (Information not yet available)



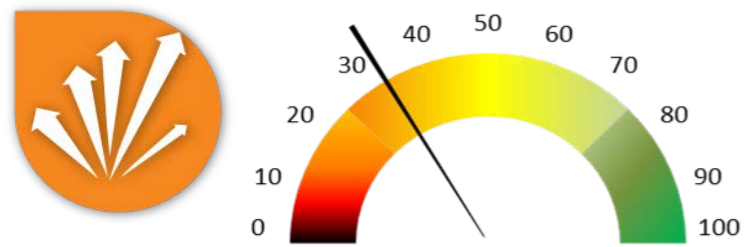
The health & well being of all in Warwickshire is protected

- Improved health & wellbeing for everyone
- Our residents have choice & exercise maximum control over their health & social care regardless of where they live
- Our residents are happy & have good levels of mental & physical health
- Young people understand the choice available to lead healthy lives
- Our residents enjoy an enhanced quality of life



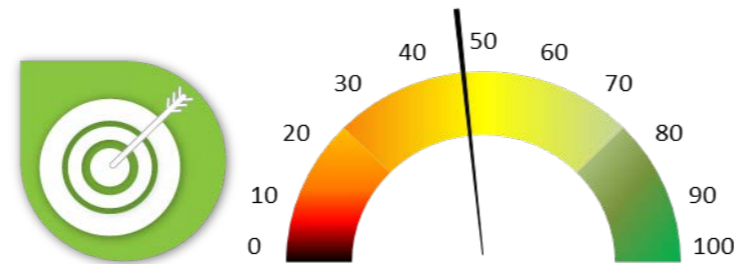
Our Economy is vibrant; residents have access to jobs, training & skills development

- Warwickshire is the business centre of choice for the region
- Our economy provides quality jobs and unlocks entrepreneurship
- Our young people are supported to meet their needs & aspirations
- Our residents learn throughout their lives, are skilled & ready for employment & fulfil their potential



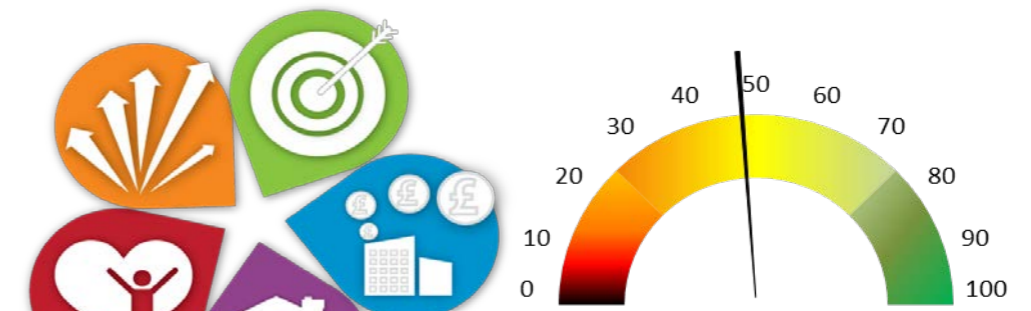
Warwickshire's communities are supported by excellent communications & transport infrastructure

- Our planning infrastructure delivers strategic solutions for partners & ourselves
- Our integrated sustainable transport networks are fit for the future & meet the needs of residents and businesses
- The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised



Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership

- The council's budget remains balanced & resources are managed effectively
- High quality needs based public services are deployed effectively & efficiently no matter how they are provided
- Customers access information through multiple channels and demand for council services is effectively managed
- Our staff are highly skilled and supported
- Risk & change is managed effectively



Overall, 48% Key Business Outcomes are on target

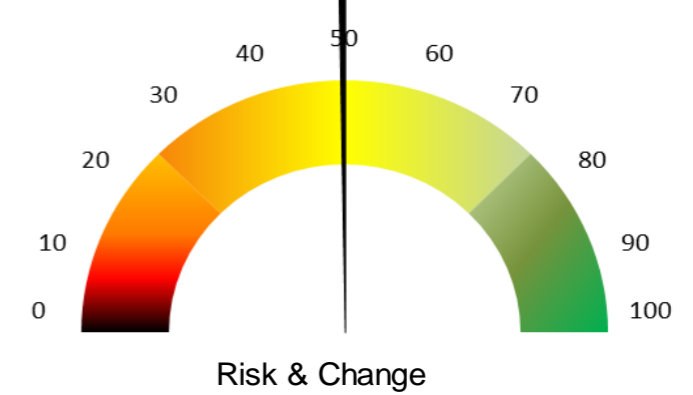
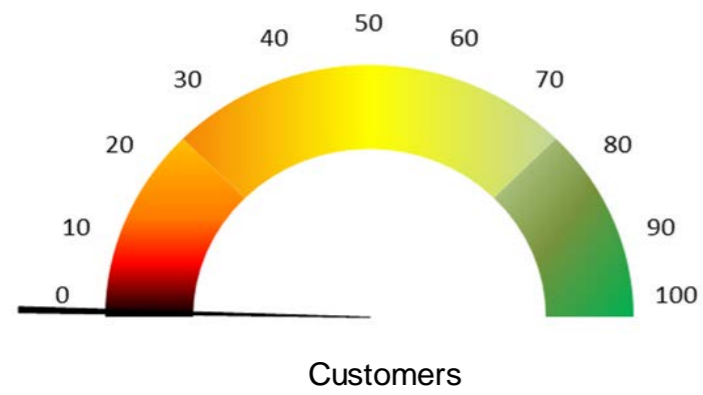
Delivery of the One Organisational Plan: Forecast at the Mid Year point for 2014/15

- Key
- Outcomes are not on target and are outside the tolerance set
 - Outcomes whilst not on target are within the agreed tolerance set
 - Outcomes are being achieved
 - Year end forecast information not currently available and will be reported in year

Speedo Charts indicate the overall performance of all the key business outcomes that support the delivery of the OOP Outcomes. The further the dial is in the Green, the more key business outcomes are being delivered

One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes

Mid Year April – Sept 2014



Customers expectations are managed and they are satisfied with the services they receive

Services are delivered within the agreed budgets* excludes other services

The Council adopts a commissioning approach to service delivery

Decision makers have access to the information they need to make effective decisions

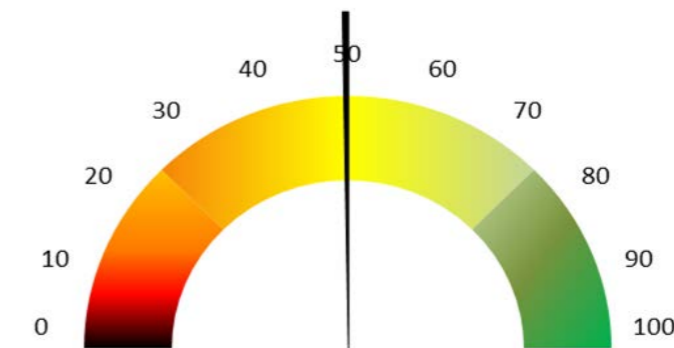
Savings are delivered to plan

The Council operates within the law



Staff are satisfied with the Council as an employer

Staff have access to resources and information which allow them to do their job



Delivery of the One Organisational Health Outcomes: Forecast at the end of Mid Year for 2014/15

- Key**
- Outcomes are not on target and are outside the tolerance set
 - Outcomes are not on target but within the agreed tolerance set
 - Outcomes are being achieved
 - Year end forecast information not currently available and will be reported in year

Speedo Charts indicate the overall performance of all the key business outcomes that support the delivery of the OOP Outcomes. The further the dial is in the Green, the more key business outcomes are being delivered

One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014
Savings Plan Position by Business Unit

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Early Help & Targeted Support	1,017	422	929	The relatively minor shortfall in the delivery of savings is due to a number of small individual projects not yet commencing. The service has insufficient reserves to offset the shortfall, even on a temporary basis.	Yellow
Safeguarding	896	306	864	There is a shortfall in the level of savings planned from reducing the number of Looked After Children. This is almost fully offset by the restructure of the Leaving Care and Asylum Teams delivering more than planned, leaving a small shortfall.	Yellow
Social Care & Support	8,648	1,564	8,672	A shortfall in the delivery of savings from reablement is being more than offset by increased savings from increasing the range of reasonable cost services, for example, assistive technologies. There are a number of other minor variations which the Business Unit has sufficient reserves to manage.	Red
Strategic Commissioning	1,646	1,068	1,318	The shortfall in reducing the cost of adult transport provision will extend into next year with savings only deliverable over the medium term. The other major shortfall is caused by a double counting identified during implementation. Alternative savings are being developed and the service has sufficient reserves to manage in the short term.	Yellow
Total People Group	12,207	3,360	11,783	The Group shortfall equates to 4% of the expected savings. Across the Group there are sufficient reserves to manage any timing delays but concerns remain where there are shortfalls on projects where targets increase further in 2015/16. These areas will be subject to enhanced scrutiny from Corporate Board as part of the 2015/16 refresh.	Yellow
Economic Growth	725	819	819		Green
Education & Learning	281	1,206	1,281	Early delivery of savings from restructuring will provide some cover for the continued delays in the delivery of the 2011-13 savings in relation to reconfiguring services for vulnerable children (learning difficulties and disabilities).	Yellow
Localities & Communities	240	240	240		Yellow
Public Health	0	0	0		Grey
Transport	1,174	1,074	1,074	Still awaiting information to determine whether plans to reduce the amount paid out in highways claims have been successful. The service has sufficient reserves to cover any shortfall.	Yellow
Total Communities Group	2,420	3,339	3,414		Yellow

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Implementation Status
Customer Service	420	420	420		Green
Finance	251	241	241	Restructuring completed later than planned which will result in a marginal shortfall in 2014/15. This will be covered by underspends elsewhere across the service.	Yellow
Human Resources & Organisational Development	296	152	296		Green
Information Assets	559	559	559		Yellow
Law & Governance	19	9	19		Green
Physical Assets	406	166	406		Green
Service Improvement & Change Management	247	247	247		Green
Total Resources Group	2,198	1,794	2,188		Yellow
Fire & Rescue	505	381	505		Green
Other Services	1,050	1,050	1,050		Grey
Total Whole Authority	18,380	9,924	18,940		Yellow

Key
If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
If savings are forecast to be less than fully delivered it is shown as Red.

One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014 Revenue Position by Business Unit

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance # £'000	Retained Reserves £'000	Financial Standing £'000
Early Help & Targeted Support	18,717	19,341	624	(305)	319
Safeguarding	39,004	38,987	(17)	0	(17)
Social Care & Support	111,124	108,590	(2,534)	(6,925)	(9,459)
Strategic Commissioning	22,266	19,949	(2,317)	(3,912)	(6,229)
Total People Group	191,111	186,867	(4,244)	(11,142)	(15,386)
Economic Growth	22,764	22,903	139	(4,015)	(3,876)
Education & Learning	84,155	87,633	3,478	0	3,478
Localities & Communities	8,799	8,232	(567)	(2,332)	(2,899)
Public Health	22,233	21,993	(240)	(1,746)	(1,986)
Transport	28,270	28,492	222	(2,393)	(2,171)
Total Communities Group	166,221	169,253	3,032	(10,486)	(7,454)

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance £'000	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,580	8,494	(86)	(663)	(749)
Finance	4,266	4,118	(148)	0	(148)
Human Resources & Organisational Development	5,290	5,201	(89)	(633)	(722)
Information Assets	10,871	10,517	(354)	(1,253)	(1,607)
Law & Governance	907	782	(125)	0	(125)
Physical Assets	11,527	11,412	(115)	(901)	(1,016)
Service Improvement and Change Management	2,967	3,024	57	0	57
Total Resources Group	44,408	43,548	(860)	(6,119)*	(6,979)
Fire & Rescue	21,158	19,794	(1,364)	(966)	(2,330)
Other Services	(194,911)	(198,179)	(3,268)	(3,361)	(6,629)
Total Whole Authority	227,987	221,283	(6,704)	(32,074)	(38,778)

Notes

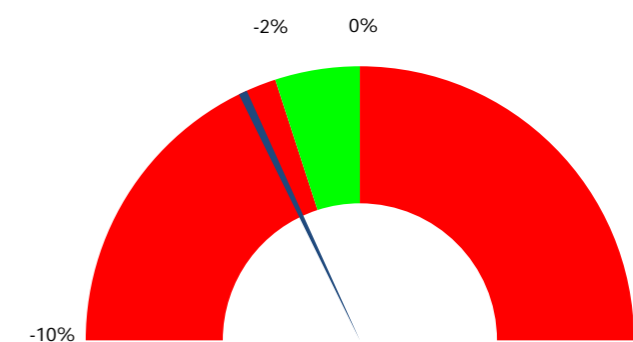
All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Red. All other underspends are shown as Green.

Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.

* Resources Group has retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.

If an element of a business units variance relates to DSG funded services this is excluded from the calculation of financial standing. This affects Strategic Commissioning (£27,000 of their underspend), and Education & Learning (£4,514,000 overspend, with a £1,036,000 underspend on core funded services).

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 2 July - September 2014
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Customer Service	3,785	0	3,785	0	
Early Help & Targeted Support	1,176	0	1,176	0	
Economic Growth	1,818	(388)	1,436	(50)	The split between capital and revenue and the timing of the spending has changed since the original application for Rural Growth Network funding was made.
Finance	0	200	200	0	New Scheme for the procurement of a share in a local finance company
Fire & Rescue	14,218	(199)	14,019	(6,407)	Slippage relates to the new fire headquarters project. The project continues to progress in line with the development and release of Fire & Rescues 'Shaping the Future' proposals. With the agreement for years 1 and 2 the Service is now turning its attention to years 3 and 4. Officers are now considering the wider impacts on property in the fire estate and will develop plans to meet the requirement of the response model.
Information Assets	16,847	114	16,961	0	

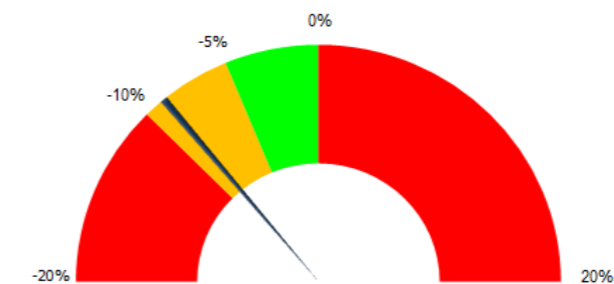
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Education & Learning	42,443	71	42,515	(430)	
Localities & Communities	689	100	789	0	
Physical Assets	45,878	4,575	50,453	(509)	
Safeguarding	253	0	253	(19)	A £10k repayment of grant from a foster carer was made because grant conditions had not been met. Fewer requests for adaptations to foster carer properties were received than expected.
Social Care & Support	72	(1)	71	(1)	
Strategic Commissioning	2,749	0	2,749	(24)	
Transport	71,624	7,391	79,015	(1,343)	

Key

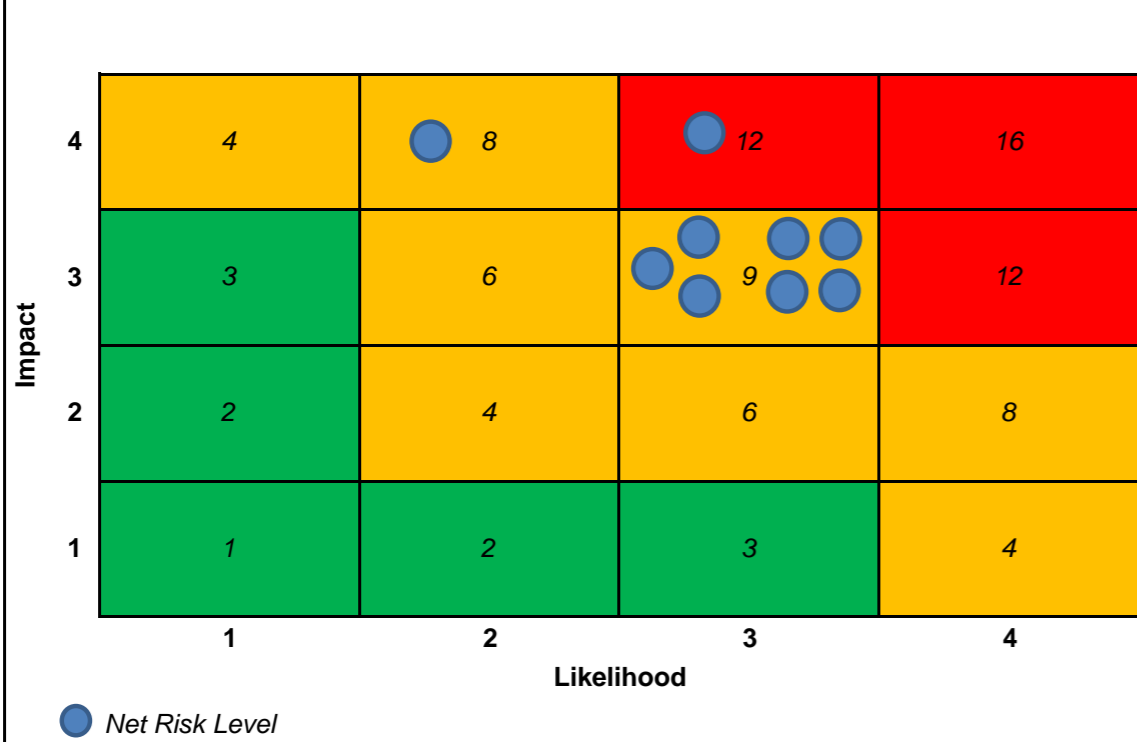
For all current and future years forecast are slippage from 2014/15 into future years the following tolerances have been used:

- 0% to 5% underspend/slippage is shown as Green
- 5% to 10% underspend/slippage is shown as Amber
- over 10% underspend/slippage is shown as Red
- any overspend is shown as Red

Slippage from 2014/15 into Future Years - Total



WCC Strategic Risks - Mid Year Performance Update 2014 - 15



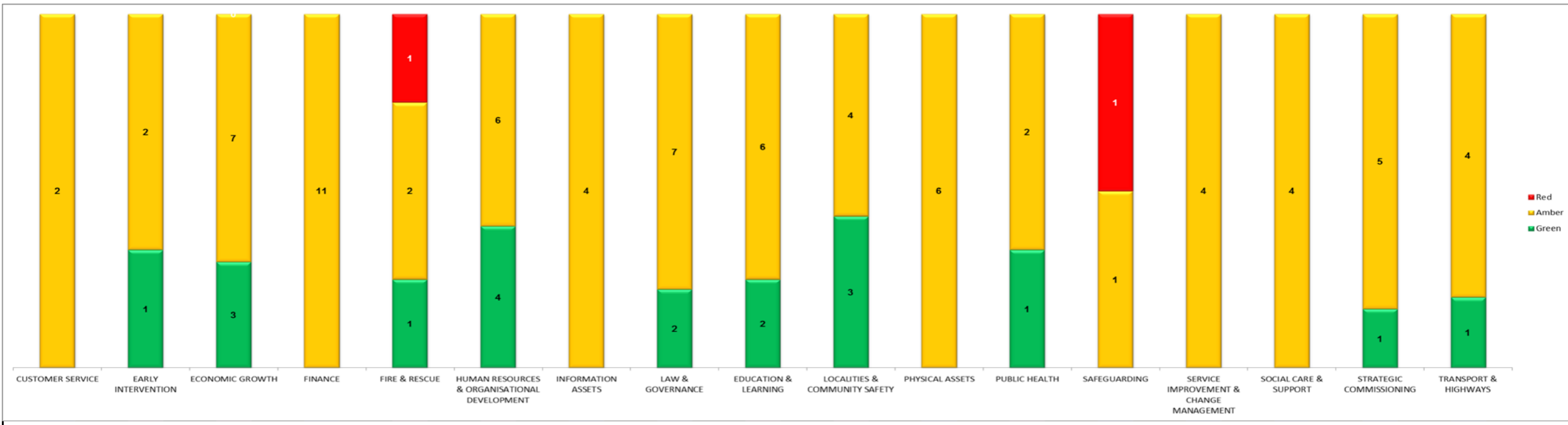
Net Amber Risks

- R001** Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term
- R002** Continuing pressure on Adult Social Services Resources
- R004** Loss or corruption of personal or protected data held by the Council
- R005** C&W LEP & City Deal arrangements fail to achieve optimum funding levels and economic benefits
- R006** Future delivery of Warwickshire Fire & Rescue Service
- R007** Development of Business Continuity Plans and procedures
- R008** Inability to meet statutory requirements to drive improvement across all schools in the County
- R009** Inability to manage or influence the impact of HS2 on Warwickshire

Gross Risk	Net Risk Level
16 (R)	8 (A)
16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
9 (A)	9 (A)
16 (R)	9 (A)
16 (R)	12 (R)

Net Red Risk

- R003** Safeguarding Children & Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death



Commentary - Action to reduce the likelihood and Impact of Net Red Risks:

Safeguarding Children & Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death. Risk Owner: Sue Ingram (Interim Head of Safeguarding)

The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review. Continue to implement all recommendations arising from the Serious Case Review. (Escalated to Strategic Risk Register from the Business Unit Risk Register)

Industrial action by operational firefighters, service control staff or support staff. Risk Owner: Gary Phillips (Deputy Chief Fire Officer)

The latest strike action is scheduled to begin at 19.00 on Friday 31st October 2014 and end at 18.00 on Tuesday 4th November. This will cause significant problems for the Service before, during and after the 96 hour period. Management and project staff that are currently engaged with the delivery of strategic transformation work have to be redirected into planning for and supporting operational response. Impacts include attendance to life-risk emergencies only and longer response times.

Definitions taken from WCC Risk Management Strategy:

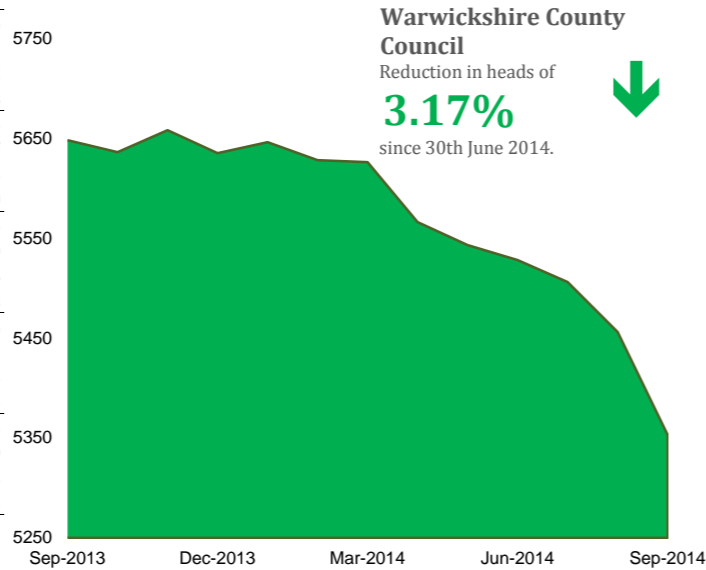
Gross Risk Level - Risk level on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst case scenario if the risk were to occur.

Net Risk Level - Risk level taking into consideration the effectiveness of the identified existing actions. In other words, the reality if the risk were to occur in the immediate future.



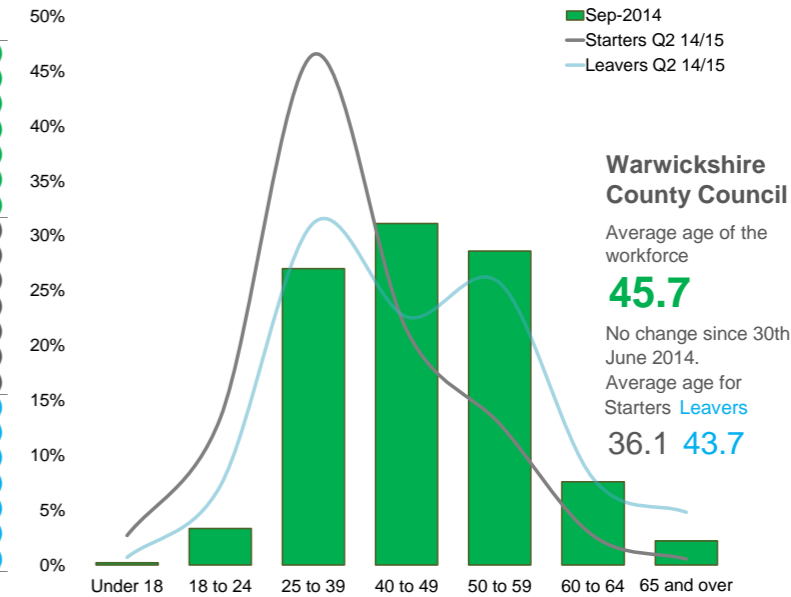
Number of employees

Date	Heads	Full Time Equivalents	Whole Time Equivalents	Posts
30th September 2013.	5648	4355.1	4286.2	5984
31st December 2013.	5635	4354.7	4286.5	5959
31st March 2014.	5626	4339.0	4269.4	5938
30th June 2014.	5528	4268.1	4199.3	5845
30th September 2014.	5353	4145.0	4077.5	5643



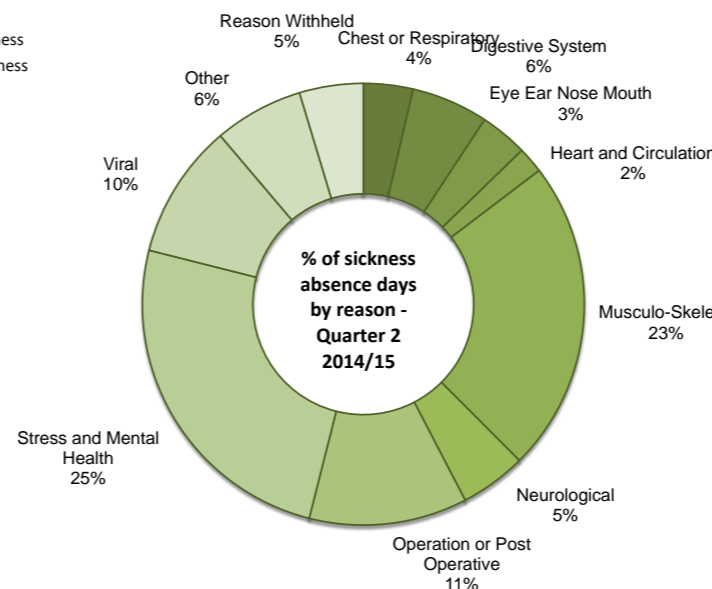
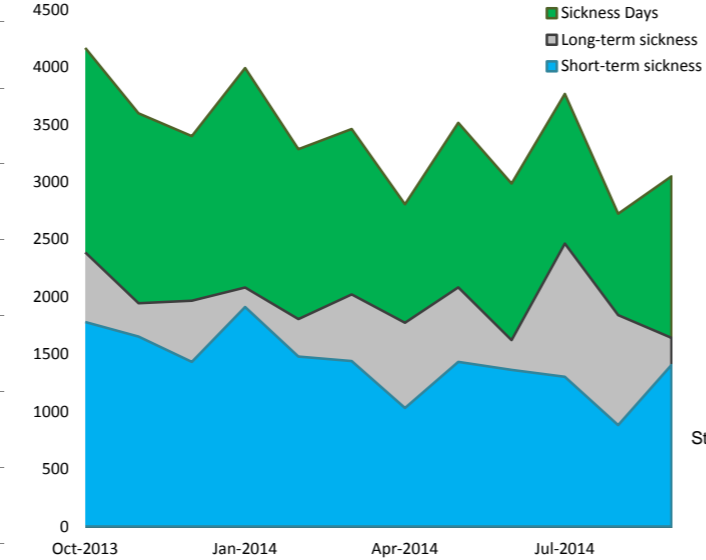
Age profile (heads)

Age Group	Current profile as at 30th September 2014	Profile of new starters between 1st July 2014 and 31st August 2014	Profile of leavers between 1st July 2014 and 31st August 2014
Under 18	11 (0.2%)	2 (2.7%)	2 (0.7%)
18 to 24	177 (3.3%)	24 (13.4%)	18 (7.2%)
25 to 39	1446 (27.0%)	40 (46.5%)	77 (31.2%)
40 to 49	1666 (31.1%)	13 (21.4%)	54 (22.6%)
50 to 59	1531 (28.6%)	14 (12.8%)	74 (25.7%)
60 to 64	405 (7.6%)	2 (2.7%)	19 (7.9%)
65 and over	117 (2.2%)	1 (0.5%)	13 (4.8%)



Sickness absence days

Period	Days lost through sickness of which short-term	Days lost through sickness of which long-term	Total Days Lost
Quarter 2 2013/14	3,698.7 (37.6%)	6,125.3 (62.4%)	9,824.0
Quarter 3 2013/14	4,868.0 (43.6%)	6,297.5 (56.4%)	11,165.5
Quarter 4 2013/14	4,832.3 (45.0%)	5,908.5 (55.0%)	10,740.8
Quarter 1 2014/15	3,829.3 (41.1%)	5,479.3 (58.9%)	9,308.6
Quarter 2 2014/15	3,592.6 (37.7%)	5,948.1 (62.3%)	9,540.7
Rolling 12 months 30th September 2013 to 28th September	17,122.2 (42.0%)	23,633.4 (58.0%)	40,755.6
Financial year to date 28th September 2014	7,421.9 (39.4%)	11,427.4 (60.6%)	18,849.3



Warwickshire County Council Sickness headline statistics

12 months ending September 2014
9.47 days sickness per FTE
 which equates to **4.18%** of time lost due to sickness

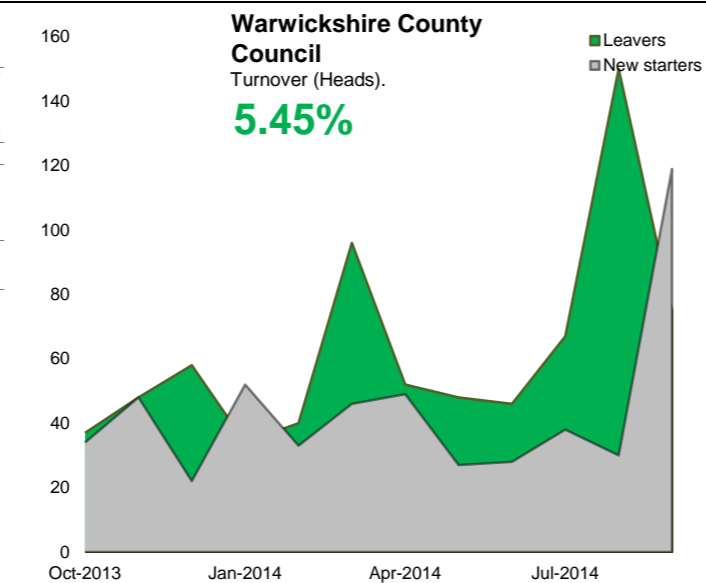
Financial year to date 2014/15
4.42
1.95%

Top 5 reasons for absence (days lost)

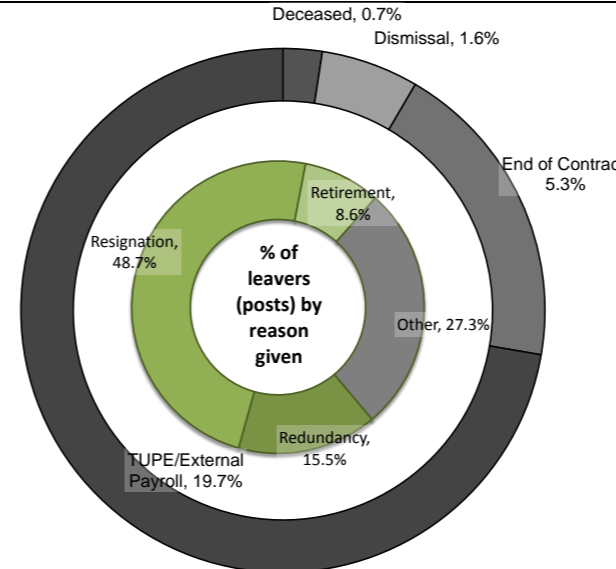
- 1 **Stress and Mental Health** 9,941.7 days (24.4%)
- 2 **Musculo-Skeletal** 7,399.2 days (18.2%)
- 3 **Operation or Post Operative** 4,369.4 days (10.7%)
- 4 **Viral** 5,397.3 days (13.2%)
- 5 **Other** 2,808.9 days (6.9%)

Turnover of workforce 1st July 2014 to 30th September 2014.

Category	Heads	Full Time Equivalents	Posts
New Starters	187	107.2	191.0
Leavers (% turnover)	292 (5.5%)	204.2 (4.9%)	304 (5.4%)



Reason for leaving	Number of posts	Percentage
By mutual agreement	0	0.0%
Deceased	2	0.7%
Did not start	0	0.0%
Dismissal	5	1.6%
End of Contract	16	5.3%
Not Recorded	0	0.0%
Redundancy	47	15.5%
Resignation	148	48.7%
Retirement	26	8.6%
Sickness	0	0.0%
TUPE/External Payroll	60	19.7%
Unsuccessful probation	0	0.0%



Comments

Headcount continues to decline, Q2 saw a further reduction of 168 posts. Since the beginning of the financial year there has been a reduction of 223 posts which represents 4 % of the workforce.

Age profile remains high. Efforts to increase the younger representation continue with the Apprenticeship programme now supporting 41 Apprentices across the County Council.

Turnover is steady with the significant majority leaving WCC within 5 years of service. A review of the Exit Interview process has been undertaken and the new process will provide valuable information to better understand our lever profile.

Absence management remains a priority. The last financial year saw a reduction in absence of 1.14 days per fte

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing & Communications	391	19	410	376	(34)	Income higher than target
Customer Contact	2,485	60	2,545	2,536	(9)	The Warwickshire Local Welfare Scheme will be underspent by £97k. The Customer Service Centre Supporting People budget will be overspent by £214k
Customer Relations	220	0	220	227	7	
Face to Face (including Libraries and Registration Service)	4,083	0	4,083	4,059	(24)	This relates to extra income generated by the Registration Service
Other Customer Services	867	0	867	425	(442)	This underspend is supporting significant projects including the Digital by Default, Adult Social Care and Customer Relationship Management System integration projects. This includes funding the overspend in relation to CSC Supporting People Service.
Business Development	627	(60)	567	890	323	The overspend is in relation to development projects which are being funded by the Other Customer Service budget, see above.
Traded Services - Educational	0	0	0	1	1	
Traded Services - Non Educational	(112)	0	(112)	(20)	92	Under achievement of income target in Print Services. The Service is reviewing its service offer and looking at alternative sources of income.
Net Service Spending	8,561	19	8,580	8,494	(86)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0		(11)	(11)		
Warwickshire Local Welfare Scheme	663		97	760	95	Any underspend relating on the Warwickshire Local Welfare Scheme is moved to reserves, in order to continue to support the most vulnerable people in our communities.
Total	663	0	86	749	95	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated 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	
CW-CL-01 and 12	Customer Relations	50	50	50	50	50	
CW-CC-02	Library Services reconfiguration	471	471	621	621	621	
CW-CC-03	Integrated Model for Communications	93	129	93	129	129	
	Total	1,438	1,438	1,588	1,588	1,588	
	Target		1,438		1,588	1,588	
	Remaining Shortfall/(Over Achievement)		0		0	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/CS-A	Reduction in the budget for the Local Welfare Scheme	150	150	150	150	150	150	
OOP/CS-B	Applying additional income targets to the Registration Service.	150	150	150	205	150	205	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	40	80	
OOP/CS-D	Reduction in the Customer Services Projects.	70	70	70	120	70	120	
OOP/CS-E	Stop the Going the Extra Mile (GEM) Programme (Staff Recognition Scheme)	10	10	10	10	10	10	
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers				25		25	
OOP-CS-G	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing				60		60	
	Total	420	420	420	650	420	650	
	Target		420	420		650	650	
	Remaining Shortfall/(Over Achievement)		0	0		230	0	

2014/15 to 2017/18 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 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	150	303	0	501	48	150	303	0	501	0	0	
10624000	Libraries Radio Frequency Identification	894	(7)	0	0	887	894	(7)	0	0	887	0	0	
10631000	Library Modernisation Linked To Best Value	331	14	0	0	345	331	0	0	0	331	(14)	(14)	
10645000	One-Stop Shops Expansion Programme 2009/10	0	180	90	0	270	0	180	90	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	41	250	600	2,105	2,996	41	250	600	2,105	2,996	0	0	
11293000	Community Information Hubs	0	100	0	0	100	0	100	0	0	100	0	0	
11332000	Purchase of new transit van reg no. YR14 ZSN	0	0	0	0	0	0	14	0	0	14	14	14	Purchase of new transit Van for library service as approved in Quarter 1.
		1,314	687	993	2,105	5,099	1,314	687	993	2,105	5,099	0	0	

Q2 Performance Information: July to September 2014

Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
Delivery of agreed financial savings as outlined in the One Organisation Plan within the timelines indicated (OOP).	High	on target	on target	Achieved			
Digital by default programme is delivered on time and to budget by December 2015	Plan	on target	on target	Achieved			
Sustaining Customer Service Excellence Standard	Plan	on target	on target	Retained			
Number of adult services complaints responded to within the agreed timeframe	High	20%	not on target	80%		A report on timescale compliance issues was presented to Corporate Overview and Scrutiny Committee 4/9/14. The proposed action plan to address concerns is now in place. Action is underway to establish if there is a better way to get quick responses from external providers, as a major element of the complaints traffic relates to these cases, and the delays relate to getting timely information from the providers.	Action plan is in place to address issues
Number of children's services complaints responded to within the agreed timeframe	High	13%	not on target	60%		A report on timescale compliance issues was presented to Corporate Overview and Scrutiny Committee 4/9/14. The proposed action plan to address concerns is now in place. The first element of this has been a thorough purge of all cases showing as open and active on the records which were very old, to determine whether they were still "live" or could be closed. This result reflects a concerted purge in September, which resulted in many older cases being closed.	Action plan in place to address issues
Number of general complaints responded to within the agreed timeframe	High	tbc		80%		Data has been received by all areas except Learning and Achievement so an accurate report is not possible. It has therefore been assumed that this will still be performing at 'red' level.	Action plan is in place to reduce issues

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	223		223	236	13	
Corporate Finance and Advice	665		665	621	(44)	The main reason for underspends remains the delay in recruiting to posts (a Chief Accountant post in Corporate Finance and vacancies in the People Group finance team). Some of this is being covered by temporary staff so that service standards can be maintained. Posts in Procurement are being held pending OOP savings to be delivered in 2016/17, but we plan to use some of this for one-off activity to improve procurement throughout the organisation (e.g. in undertaking additional analysis of spend). Additional income is being generated to meet investment targets in Treasury Management, but a lower than anticipated overhead charge means we may recover less from the Pension Fund, creating a real spending pressure for future years that will need to be absorbed by the Business Unit. There has been a minor reduction in schools income from subscriptions to Schools Finance, but increased income from non-schools customers in Payroll. The resources we are currently holding for improved training - both to create a qualified Finance workforce fit for the future and to deliver appropriate training for non-finance managers to create a financially literate organisation, will not all be spent this year and is the subject of a request to transfer to reserves (see below).
Treasury, Exchequer, Finance Systems, Pensions	409		409	518	109	
Communities Group and Fire & Rescue Local Finance, Procurement	873		873	702	(171)	
People Group Local Finance, Financial Benefits & Advice	1,854		1,854	1,790	(64)	
Resources Local Finance, Schools Strategy & Support, Payroll	641	25	666	689	23	
Traded Services - Education	(118)		(118)	(229)	(111)	
Traded Services - Non Education	(306)		(306)	(209)	97	
Net Service Spending	4,241	25	4,266	4,118	(148)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	53	53	0	
Finance Training Reserve	0		95	95	95	The plan to train more finance staff for formal qualifications (to provide value added support to the organisation) takes more than one year - typically qualifications may take 3+ years of studying. So, it makes sense to create a reserve to cover spend that will be spread over more than one year. In addition, it is planned that a training offer of finance for non-finance managers to address the challenges of implementing the OOP should also occur over the next couple of years. There is no ongoing budget provision for this, but a time limited reserve would cover the costs.
Total	0	0	148	148	95	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/FIN-A	The reduction of financial advice and support to Managers and Members	211	201	201	211	201	221	Redundancy made later than planned, so will not be a full year effect in 2014/15 (but will be thereafter). One-off shortfall to be met from underspend elsewhere in the Business Unit.
OOP/FIN-B	Charge district councils for payroll services previously delivered free	40	40	40	40	40	30	This is not an issue for 2014/15, but Nuneaton & Bedworth have since transferred their payroll requirements to Coventry without giving the Service the opportunity to bid for this work, so this will impact on 2015/16, where compensating savings will need to be found and we will continue to try to expand the service to generate further income.
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs	0	0	0	250	0	0	Propose putting the original savings proposal back from 2015/16 to 2016/17, to better respond to the Care Act implementation (where there is considerable uncertainty regarding additional transactional activity) and to maximise efficiencies from Agresso (where we are still generating efficiencies, but need additional time to reconfigure processes)
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost	0	0	0	0	0	250	Proposal is to bring forward a proportion (£250k) of this savings proposal to offset FIN-C above, by more pro active management of cash with a broader range of institutions, whilst retaining liquidity and being prudent.
Total		251	241	241	501	241	501	
Target			251	251		501	501	
Remaining Shortfall/(Over Achievement)			10	10		260	0	

2014/15 to 2017/18 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11334000	Share purchase in Local Capital Finance Company	0	0	0	0	0	0	200	0	0	200	200	200	Approved at Cabinet 18th September 2014
		0	0	0	0	0	0	200	0	0	200	200	200	

Q2 Key Business Performance Information: July to September 2014

Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
Deliver Finance Service within the set budget	Plan	£148k underspend	On target	Within Budget	Green	Forecast remains at an underspend - with key targets still being met.	
Corporate revenue and capital spending plans (including MTFP) are produced and published by due date	Plan	all deadline dates met as at 30th Sept	Achieved	Achieved	Green	2013/14 outturn report and Q1 monitoring report produced on time. This forms part of the Q2 report.	
External audit opinion and final accounts approved by Members by due date	Plan	Was published by due date.	Unqualified opinion	Unqualified Opinion	Green	The audit opinion was delivered by the due date (30 September) and the accounts were approved by Members. However, the accounts will now formally have to remain open until the auditor can take a decision on a request for a Public Interest Report.	
Treasury Management strategy produced that supports the MTFP	Plan	on track	on track	Produced by 31st March	Green	In accordance with the usual timetable, we aim to publish in March 2015	
Number of times financial implications in reports are subsequently formally challenged	Low	0	0	0	Green	No formal challenges received to date - but see note above relating to a possible Public Interest Report.	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,530	0	1,530	1,434	(96)	Vacancies held for One Organisational Plan savings for years 3-4.
Human Resources Service Centre	1,349	0	1,349	1,227	(122)	Increase in Human Resources Management System support costs and reassignment of costs to traded services. Restructure to deliver One Organisational Plan savings and additional savings to be held for years 3-4 savings. £45k added to cover additional costs of development and business change
Business Partners and Learning & Organisational Development	2,015	0	2,015	1,900	(115)	Early delivery of One Organisational Plan saving (to be held for 15-16).
Human Resources Head of Service	568	0	568	632	64	To cover redundancy costs outside of the One Organisational Plan.
Traded Services - Education	(72)	0	(72)	(12)	60	Correct alignment of manager costs.
Traded Services - Non Education	(100)	0	(100)	20	120	Increased use of Fixed Term Contracts for specific work and true costs now assigned in the right service areas.
Net Service Spending	5,290	0	5,290	5,201	(89)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	89	89	0	
Growing for Growth Apprenticeship Scheme	633	0	0	633	0	
Total	633	0	89	722	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-A	Review of processes and reduction in the administration of pay and pensions	61	30	61	61	30	61	
OOP/HR-B	Reduce the demand for HR professional support in line with reduction in size of the council and associated staff reductions. Proposed reduction in demand will be delivered through development and implementation of competency framework for managers to manage staff performance more effectively, more use of e-learning and self directed learning.	30	15	30	30	15	30	
OOP/HR-C	Cessation of the staff survey scheme and introduction of alternative means of gathering staff feedback.	12	12	12	12	12	12	
OOP/HR-D	Reduction in the Learning & Development Budget to support the social care and general workforce. Savings to be achieved by increased e-learning, self directed learning, managing demand.	63	40	63	120	40	120	

I Human Resources

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-E	Reduction and changes in provision of HR policies in line with legislative frameworks which support the Council's business objectives and allow managers to manage their staff and risks more effectively with the need for limited HR support.	10	4	10	10	4	10	
OOP/HR-F	Reduction in the provision of advice and support to all managers on the full range of HR policies and there implementation at operational level and associated reduction in posts	40	15	40	40	15	40	
OOP/HR-G	Reduction in administrative support and more effective management of outputs as a result of changes to both the production of written health and safety policies and standards, and advice and guidance documentation to managers and employees to discharge their own moral and statutory health and safety responsibilities.	10	6	10	10	6	10	
OOP/HR-H	Reduction in the provision of face to face HR transactional support and procedural advice to schools and other local authorities through the use of on-line forms and more self service to schools. Alternative models for delivery of the service as well as increasing the traded services offer to schools.	70	30	70	70	30	70	
OOP/HR-I	Scaling back the management of employment records through the introduction of electronic records and manager self service and associated staff reductions	0	0	0	43	0	43	
OOP/HR-J	Scaling back the production of HR data reporting through the use of improved electronic systems including digital by default.	0	0	0	43	0	43	
OOP/HR-K	Manage demand down for the service in line with the staffing reductions across the Council by embedding the processes and systems to manage the pay and allowances framework as well as reducing the demand for support in the operation of the framework and processes.	0	0	0	61	0	61	
OOP/HR-L	Reduction in the provision of frameworks, policies and pay strategies to maintained schools to meet employer responsibilities as the number of maintained schools decline.	0	0	0	61	0	61	
	Total	296	152	296	561	152	561	
	Target		296	296		561	561	
	Remaining Shortfall/(Over Achievement)		144	0		409	0	

Q2 Performance information: July to September 2014

	Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
	Delivery of agreed financial savings as outlined in the One Organisational Plan (OOP)	Plan	on plan	On Target	Achieved	Green		
	Management Information/ Workforce reports delivered to timetable	High	100%	100%	100% of reports delivered to planned timescales	Green		
	Corporate development menu is published	Plan	Achieved	achieved	Achieved	Green		
	Workforce strategy in place	Plan	on plan	Achieved	Achieved	Green		
	Succession and talent management plans in place	Plan	In progress	In progress + M29a	Achieved	Amber	Talent and Succession Plans competed within Resources, Communities and Fire and Rescue. Further work to be done in People Group.	Working with People Group managers to implement talent and succession plans.
	Number of Notices the council is subject to under H & S or other legislation	Low	0	<2	<2	green		
	The number of reportable H&S incidents is reduced	Low	22	38	<2013/14	green		

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	822		822	257	(565)	One off Going for Growth funds now to be transferred into reserves as approved in Cabinet Paper the Going for Growth fund will now be used to cover WCC Project Costs for Phase 2 of the BDUK Project from now until 2017/18
Members Support	34		34	27	(7)	
Strategy and Programme & Innovation	886		886	885	(1)	
Corporate ICT Development	1,465		1,465	1,465	0	
Customer and Supplier Services	2,087		2,087	2,067	(20)	
Production Services	2,675		2,675	2,682	7	
Systems Design & Architecture	1,274	0	1,274	1,416	142	The current overspend is due to planned expenditure for which a request for use of reserves is being considered.
Network Services	1,270		1,270	1,752	482	Overspend is planned and to be covered by draw down from WAN Investment Reserves as originally suggested in the Cabinet Paper on replacement of the WAN. To cover one off installations costs for new lines. Dual line costs during switchover and additional staffing costs
Information Management	310	48	358	357	(1)	
Traded Services - Education	8		8	(383)	(391)	
Traded Services - Non Education	(8)		(8)	(8)	0	
Net Service Spending	10,823	48	10,871	10,517	(354)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Information Assets usage of Schools PFI Project	200	0	0	200		
WAN Investment	625	0	(300)	325	(300)	To be drawn down as originally suggested in the Cabinet Paper on replacement of the WAN. To cover one off installations costs for new lines. Dual line costs during switchover and additional staffing costs
Going for Growth (BDUK)	428	0	565	993	565	Funds to be transferred into reserves as approved in Cabinet Paper the Going for Growth fund will now be used to cover WCC Project Costs for Phase 2 of the BDUK Project from now until 2017/18
Service savings	0	0	89	89		
Total	1,253	0	354	1,607	265	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	100	100	100	217	100	217	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	300	300	300	379	300	379	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	35	35	35	105	35	105	
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	108	108	108	215	108	215	
OOP/IA-E	Reducing the cost of developing, maintaining, and quality assuring the implementation of the ICT Strategy to ensure WCC gets maximum benefit from new ICT opportunities.	16	16	16	16	16	16	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	0	0	0	100	0	100	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	0	0	0	35	0	35	
Total		559	559	559	1,067	559	1,067	
Target			559	559		1,067	1,067	
Remaining Shortfall/(Over Achievement)			0	0		508	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	157	43	0	0	200	157	43	16	0	216	0	16	
11121000	Development of Rural Broadband	335	4,301	7,663	4,840	17,140	335	4,399	7,663	4,840	17,238	98	98	Revenue contribution to more accurately reflect management costs of the scheme.
11238000	Infrastructure e - government	223	0	0	0	223	223	0	0	0	223	0	0	
		716	4,344	7,663	4,840	17,563	716	4,442	7,679	4,840	17,677	98	114	

Q2 Performance Information: July to September 2014

	Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
					2014/15			
	Overall Unavailability of ICT (i.e. whole network, SOCITM Level 1 KPI 15)	Low	0	<7	<14	Green	No major incidents in first 6 months. Within Target	
	Delivery of agreed financial savings in OOP	Plan	100%	100%	Achieved	Green	All savings achieved for start of 2014/15 budgets	
	Digital by default programme is delivered on time and to budget by December 2015	Plan	Achieved	Achieved	Achieved	Green		
	The BDUK project is delivered on time and to budget	Plan	Achieved	Achieved	Achieved	Green		
	Major IT development programmes are developed/implemented on time and to budget	Plan	Achieved	Achieved	Achieved	Green		

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	485		485	449	(36)	Reduced salary costs (one post part year recruitment and trainee post not recruited to) and reduced take up of member development courses to date.
School Governor Services	82		82	82	0	
Insurance, Internal Audit and Risk Management	500		500	500	0	
Legal Core	424		424	403	(21)	Many of the One Organisational Plan savings proposals are in design or consultation phase. If legal input is required or there is a legal challenge, this would reduce the underspend.
Traded Services - Educational	(62)		(62)	(86)	(24)	Increase in 'buy as you go' purchase of legal services from schools.
Traded Services - Non Educational	(522)		(522)	(566)	(44)	One Organisational Plan saving target to reduce People Group legal spend on children's safeguarding on stream earlier than predicted.
Net Service Spending	907	0	907	782	(125)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0		125	125		
Total	0	0	125	125	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LG-A	Reduce level of Internal Audit and Assurance Support	19	9	19	19	9	19	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	0	0	0	35	0	35	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	0	0	0	12	0	12	
OOP/LG-D	Increase External Income Potential through Legal Services	0	0	0	6	0	6	
	Total	19	9	19	72	9	72	
	Target		19	19		72	72	
	Remaining Shortfall/(Over Achievement)		10	0		63	0	

Q2 Performance Information: July to September 2014

Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
				2014/15			
Electoral Boundary Review statutory deadlines met	High	100%	100%	100%	Green	First stage complete. Report to members planned for 28th October	First stage complete. Next stage will be Sept-November
AGS accepted by Auditors without qualification	Plan	Achieved	Achieved	Achieved	Green	AGS approved and signed by deadline	
No adverse decisions arising from legal challenges	Low	8	0	0	Red	All are LGO challenges (5 of which are blue badge applications). LGO has changed reporting categories which has an impact	Head pf Customer Service reviewing approach on blue badge applications. Performance on challenges now being reported to Corporate Board.
Constitution reviewed and published	Plan	N/A	Achieved	Achieved	Green		
Within the overall service budget all key targets in coop are met	High	On target	100%	100%	Green	All L&G OOP targets are on track	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	893	(48)	845	845	0	
Construction Services	2,190	(317)	1,873	1,843	(30)	Small extra fee income derived from the landlord's maintenance programme.
Facilities Management	9,775	13	9,788	9,688	(100)	Underspend accrued from a combination of efficiencies in the Corporate Cleaning service, in County Buildings running costs, and due to staff turnover in the Property Risk team.
Estates & Smallholdings	(150)	0	(150)	(206)	(56)	Underspend on the Surplus Property Budget, which is a result of increased property disposals that reduce the amount of vacant property.
Asset Strategy	270	0	270	250	(20)	Underspend due to staff turnover.
Programme Management & Special Projects	(684)	713	29	130	101	Programme slippage in property rationalisation projects.
Traded Services - Education	(945)	0	(945)	(940)	5	Catering is now delivering the Universal Infant Free School Meals initiative which began in September. The take-up of free school meals is gradual and accounts for a small shortfall in income compared to forecasts made at the start of the financial year. Any shortfall forecasted at quarter 3 can be managed through the Catering Equalisation Account reserve.
Traded Services - Non Education	(183)	0	(183)	(197)	(14)	Net trading surplus, primarily due to increased fee income earned by Construction Services on various work programmes.
Net Service Spending	11,166	361	11,527	11,412	(115)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Planning Reserve	500	0	0	500	0	
Catering Equalisation Account	401	0	0	401	0	
Savings	0	0	115	115	0	
Total	901	0	115	1,016	0	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated 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	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	
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	2,286	Shortfall due to slippage in property rationalisation projects, though the team are progressing action to bring the projects back on track. The service is also exploring if additional projects can be identified in year to meet this shortfall. In addition to that, action will be taken to meet the shortfall from savings elsewhere in Physical Assets
	Total	3,637	3,637	4,421	3,637	4,321	
	Target		3,637		4,421	4,421	
	Remaining Shortfall/(Over Achievement)		0		784	100	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/PA-A	Reduce feasibility budgets	68	68	68	68	68	68	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings)	210	0	210	250	0	250	
OOP/PA-C	Introduce a charge to staff for the use of WCC owned car parking facilities in the central Warwick area covering Barrack Street Car park, Cape Road Car Park and Saltisford Car Park.	10	0	10	50	0	50	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	8	8	8	14	8	14	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	15	0	15	47	0	47	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	5	0	5	11	0	11	
OOP/PA-G	Redesigning of the planning function to ensure service efficiencies including the reduction of posts	60	60	60	60	60	60	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	15	15	15	35	15	35	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	15	15	15	45	15	45	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	0	0	0	75	0	75	
OOP/PA-L	Deliver a 2 nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	0	0	0	350	0	350	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	0	0	0	37	0	37	
	Total	406	166	406	1,042	166	1,042	
	Target		406	406		1,042	1,042	
	Remaining Shortfall/(Over Achievement)		240	0		876	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	714	211	0	0	925	714	211	0	0	925	0	0	
10972000	Planning Consent For Europa Way	331	94	0	0	425	331	94	0	0	425	0	0	
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0	
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	9,866	13	0	0	9,879	9,866	13	0	0	9,879	0	0	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	60	1	0	0	61	60	1	0	0	61	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	150	600	0	750	0	150	600	0	750	0	0	
11157000	Nton Higham Lane Sch - Repl Modular Classrms (Fire Damage)	0	0	0	0	0	0	0	0	0	0	0	0	
11318000	Universal Free School Meals Programme	0	1,156	0	0	1,156	0	1,279	0	0	1,279	123	123	WCC is managing works on behalf of voluntary aided schools (VA) - increase relates to the value of this work which will be met by the VA schools
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	442	206	0	0	648	442	206	0	0	648	0	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	432	50	0	0	481	432	50	0	0	481	0	0	
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,732	0	0	0	1,732	1,732	0	0	0	1,732	0	0	
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	556	0	0	0	556	556	0	0	0	556	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratlnstn	93	0	0	0	93	93	0	0	0	93	0	0	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	2,611	889	0	0	3,500	2,611	889	0	0	3,500	0	0	
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	603	43	0	0	647	603	43	0	0	647	0	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	326	353	0	0	679	326	353	0	0	679	0	0	
11335000	Rationalisation of County Storage	0	0	0	0	0	0	4,000	400	0	4,400	4,000	4,400	Project approved by Council 25th September 2014
Structural Maintenance														
10502000	Fire Precautions - Base Programme 2010/11	37	0	0	0	37	37	0	0	0	37	0	0	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	450	0	0	0	450	450	0	0	0	450	0	0	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,985	2	0	0	1,987	1,985	2	0	0	1,987	0	0	
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	165	0	0	0	165	165	0	0	0	165	0	0	
11030000	Schools Capital Asbestos And Safe Water Remedial Works 2011/12	1,149	0	0	0	1,149	1,149	0	0	0	1,149	0	0	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,188	0	0	0	3,188	3,188	0	0	0	3,188	(0)	(0)	
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	

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2012/13	57	0	0	0	57	57	0	0	0	57	0	0	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,841	1	0	0	1,841	1,841	1	0	0	1,841	0	0	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,282	0	0	0	1,282	1,282	0	0	0	1,282	0	0	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,835	5	0	0	5,840	5,835	12	0	0	5,848	7	7	Transfer form 11145000.
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	291	(1)	0	0	289	291	(1)	0	0	289	0	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	2,035	473	0	0	2,508	2,035	499	0	0	2,534	26	26	£25,671 moved from 11144000.
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	1,237	55	0	0	1,292	1,237	81	0	0	1,318	26	26	£26,223 moved from 11143000
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	5,876	202	0	0	6,078	5,876	164	0	0	6,039	(39)	(39)	Transfer to project 11144000.
11042000	Structural Maintenance 2011/12 - Revenue Funded	233	0	0	0	233	233	0	0	0	233	0	0	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	128	0	0	0	128	128	0	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)	334	0	0	0	334	334	0	0	0	334	0	0	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	333	0	0	333	0	333	0	0	333	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	1,266	0	0	1,266	0	1,240	0	0	1,240	(26)	(26)	Transfer to project 11038000.
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	2,649	0	0	2,649	0	2,624	0	0	2,624	(26)	(26)	Transfer to project 11037000.
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	5,803	0	0	5,803	0	5,883	0	0	5,883	80	80	£7,365 moved to 11035000. £38,777 moved from 11039000. £48,873 increase in school contributions (from - Brooke £9,000, Kingsbury £30,000, Arden Forest 9,873)
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	125	0	0	0	125	125	0	0	0	125	0	0	
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	93	0	0	0	93	93	0	0	0	93	0	0	
11162000	Llandudno Marle Hall Oec - Boiler Repl	223	0	0	0	223	223	0	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	385	0	0	0	385	385	0	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	311	0	311	0	0	311	0	311	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,569	0	2,569	0	0	2,569	0	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	

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
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														
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	151	115	23	0	289	151	115	23	0	289	0	0	
Energy														
10400000	Climate Change 2009/10	257	97	0	0	354	257	97	0	0	354	0	0	
10410000	Climate Change 2007/08	350	0	0	0	350	350	3	0	0	353	3	3	
11135000	Various Properties - Reducing Energy	0	100	400	1,744	2,244	0	100	400	1,744	2,244	0	0	
11136000	Various Properties - Renewable Energy	75	500	500	4,324	5,400	75	250	750	4,324	5,400	(250)	(0)	
11159000	Wark Saltisford Office Park - Pv Micro Genertn Syst	112	2	0	0	114	112	2	0	0	114	0	0	
Smallholdings														
10305000	Rural Estates Dairy Units	22	0	0	0	22	22	0	0	0	22	0	0	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	312	0	0	0	312	312	0	0	0	312	0	0	
10466000	Smallholdings Maintenance 2011/12	(18)	0	0	0	(18)	(18)	0	0	0	(18)	0	0	
11024000	Dunkleys Farm, Dunchurch	0	0	0	0	0	0	0	0	0	0	0	0	
11025000	Hurley, Poplars Farm	147	0	0	0	147	147	0	0	0	147	0	0	
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	26	0	0	0	26	26	0	0	0	26	0	0	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	284	0	0	0	284	284	0	0	0	284	0	0	
11138000	Smallholdings - Decent Homes Standard 2012	514	0	0	0	514	514	(0)	0	0	514	(0)	(0)	
11139000	Rural Services Capital Maintenance 2012/13	982	0	0	0	982	982	0	0	0	982	0	0	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	10	340	0	0	350	10	81	259	0	350	(259)	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	540	0	0	0	540	540	0	0	0	540	0	0	
11140000	Rural Services Capital Maintenance 2013/14	254	11	0	0	265	254	11	0	0	265	0	0	
11141000	Rural Services Capital Maintenance 2014/15	0	713	0	0	713	0	713	0	0	713	0	0	
11158000	Ilmington Wharf Farm - Demolish/Rebuild Bungalow	(0)	0	0	0	(0)	(0)	0	0	0	(0)	0	0	
11228000	Rural Services Capital Maintenance 2015/16	0	0	789	0	789	0	0	789	0	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	
		50,040	15,832	9,008	21,038	95,918	50,040	19,498	9,917	21,038	100,493	3,666	4,575	

Q2 Performance Information: July to September 2014

Indicator	Aim	Cumulative Quarterly Total Q2 30/9/2014	Year End Forecast	Target	R-A-G Alert - YE Forecast against target	Progress to date	Reparative Actions
				2014/15			
Organisational Plan Savings Target	Plan	£166k	£405.50	£405.5K	Green	Dependency on capital receipt of £210k	
Achieve Property Rationalisation Savings Target	Plan	647	£784k	£784K	Green		
Digital mailroom is delivered on time and to budget	Plan	delayed	delayed	Achieved	Amber	1 milestone missed	
Deliver 100% of the corporate and schools capital programme	Plan	49% committed	95%	100%	Amber	49% Capital Maintenance work programme budget committed - ongoing difficulty with programming non school maintenance works due to size of sensitive property list (those properties where the long term usage has not been resolved and return on capital investment cannot be assured).	Additional projects to be programmed in order to meet any shortfall in spend.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	813	102	915	838	(77)	Higher than anticipated one off income generated in year and part year staffing vacancies.
Observatory	406		406	381	(25)	
Service Improvement and Change Management Admin	167		167	95	(72)	Part year staff vacancies.
Development and Support	719	(102)	617	546	(71)	Part year staff vacancies.
Commercial Enterprise	45	55	100	101	1	
Traded Services - Education	(6)	123	117	113	(4)	
Resources Transformation	0	645	645	950	305	Transformation activity to be funded from the Resources Group Transformation Reserves
Net Service Spending	2,144	823	2,967	3,024	57	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	(247)	(247)		
SICM Reserves			190	190	190	Funds to be transferred into reserves to support Business Unit's transition to a new operating model to ensure the delivery of the Organisation's implementation of the OOP savings.
Total	0	0	(57)	(57)	190	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SICM-A	Cessation of the Transformation through Strategic Commissioning Programme with arrangements to 'mainstream' activity associated with the programme within Services. This will include a reduction in posts.	247	247	247	247	247	247	
OOP/SICM-B	Cessation of the WCC support to the Sub-regional Programme Office with the potential closure of the Programme Office which will include a reduction in posts. There will be a need for a dialogue with Sub-regional partners regarding the impact of this decision.	0	0	0	68	0	68	
OOP/SICM-C	The business support function for Resources will be remodelled. This proposal will deliver savings in consumables as well as reduction in posts.	0	0	0	50	50	50	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	0	0	0	25	0	25	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	0	0	0	40	0	40	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	0	0	0	60	0	60	
OOP/SICM-G	Increase income generation activities	0	0	0	40	0	40	
	Total	247	247	247	530	297	530	
	Target		247	247		530	530	
	Remaining Shortfall/(Over Achievement)		0	0		233	0	

Q2 Performance Information: July to September 2014

Indicator	Aim	Cumulative Quarterly	Year End Forecast	Target	R-A-G Alert - YE	Progress to date	Reparative Actions
				2014/15			
Agreed financial savings are met	Plan	100%	100%	100%	Green		
100 % of Business Units Plans published by May each year	High	100%	100%	100%	Green	Achieved for 2014/15 - planning for 2015/016 now underway	
% of Leadership Team who consider the OOP Performance Management arrangements provide and effective management tool	High	Qtr 4	Qtr 4	No target set Baseline	Baseline for 2014/15	As part of the review of the One Organisational Plan and the reporting against the outcome framework, we will be asking Leadership team across the authority whether the arrangements in place provide an effective tool. The outcome of this review will inform any amendments required to the arrangements that are now live.	As this is the first time this question has been asked, it is difficult to forecast as to what the outcome will be. However, we continue to work closely with Leadership Teams and Members to provide clarity and understanding of the new performance management arrangements in order to maximise its effectiveness.
Planning and Performance Framework aligned with OOP	Plan	Yes	Yes	Yes	Green		
Council Adoption of JSNA	Plan	Yes	Yes	Yes	Green	Prioritisation for next 3 year cycle now agreed	
Council Adoption of Quality of Life Report	Plan	Yes	Yes	Yes	Green	Report being published in November 2014 and it is anticipated that the Council will adopt the Quality of Life Report and any recommendations	
Operational Management Dashboard is implemented to budget and to time	Plan	Yes	Yes	Yes	Green	The software provider has now been appointed and we are track to deliver against the agreed dates.	