

Corporate Services Overview & Scrutiny Committee

11th February 2015

One Organisational Plan Qtr 3 Progress Report:

April – December 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 Mid-Year Progress Report for April – December 2014 (Quarter 3) was considered by Cabinet on 27th January 2015.
- 1.2. A full copy of the report to Cabinet is 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 27th January 2015.

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Cabinet

27 January 2015

One Organisational Plan Quarterly Progress Report April – December 2014











Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan as at the end of December 2014 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Approve the transfer of £4.973 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.
- c) Approve the use of £1.217 million of reserves to support plans for the delivery of services in 2014/15, as outlined in paragraph 3.2.2.
- d) 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.
- e) Note the Corporate Board recommendation on dealing with overspends in excess of Business Unit reserves.

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
			
Capital Spend & Slippage in to future Years	Strategic Risks	Workforce	 Overall Delivery
 			

1.2. It demonstrates that against a very difficult landscape the authority continues to deliver on most of its priority outcomes, whilst successfully managing key risks and doing this within existing revenue and capital resources. But this does require a focussed discipline on priorities and maintaining pace in the delivery of the agreed plans.

2. Performance Commentary

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

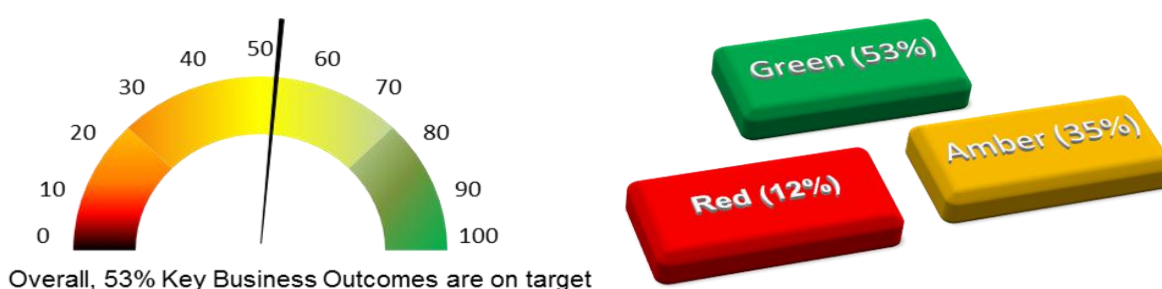
2.2. The following criteria has been used to report the delivery of the Outcomes:

- Red indicates at this stage, we are not on target to deliver the Outcome.
- Amber indicates that at this stage, we are on target to deliver the Outcome but it is not yet fully achieved.
- Green indicates that we are delivering the Outcome set out in the plan.

At this stage, reporting Amber should not be considered to be a negative measurement of performance as we are reporting progress against a 4 year plan.

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. At the end of Quarter 3 (April – December), overall, of the Key Business Outcomes that support the delivery of the OOP Outcomes, 53% are forecasting (Green). This is a positive increase compared to 48% of outcomes forecasting Green at the mid year point.



The table below, sets out the comparative performance of the delivery of the Outcomes at the end of each quarter for this financial year.

	Qtr 1	Mid-Year	Quarter 3	Movement
Red	11%	10%	12%	↑
Amber	37%	41%	35%	↓
Green	52%	48%	53%	↑
Overall OOP Delivery Status	Amber	Amber	Amber	↔

- 2.5. There are no significant changes in overall status of each of the 5 themes in the One Organisaitonal Plan and current forecasting against each of the supporting key business measures (as set out in the background supporting information) has not fluctuated significantly over the 3 reporting periods.
- 2.6. The change in the number of Outcomes that are reporting Green at the end of Quarter 3 compared to the Mid Year Point are primarily as a result of an increase in performance lifting the overall status from Amber to Green.
- 2.7. For Quarter 3, only under the Outcome, “Our communities & individuals are safe from harm & are able to remain independent for longer” are we reporting an overall Red status for the supporting theme “Our vulnerable individuals are safe, protected from harm & independent for longer”.
- 2.8. In Quarter 1 we reported that this could potentially remain below target throughout the year but at the Mid Year point this position had changed and the themes under this category were forecasting to be delivered or within tolerance.
- 2.9. Based on more up to date information, this forecast position has since been revised down and of the 14 key business outcomes that support the delivery of this Outcome, 3 are red, 8 are amber (within tolerance of the target set) and 2 are green at the end of Quarter 3.
- 2.10. The table below, sets out the 3 ‘Red’ Key Business Outcomes and their associated key performance measures that are forecasting not to achieve the targets set for 2014/15 at the end of Quarter 3.

	Key Business Outcome with Red Status	Key Business Measures forecasting Red (not to achieve target set for 2014/15)
	People are safer on our roads	Number of people killed or seriously injured on our roads
	Maintained low level levels of deaths & injuries caused by fire and on the roads	Total no. of fire related injuries Total no. of road traffic collisions attended with persons injured
	Partnership working delivers the current levels or arson & anti social behaviour	Total no. of deliberate fires

- 2.11. Further details with regards to each of the specific key business measures can be found in the supporting background information (Appendix P - Transport & Highways & Appendix R Fire & Resuce).
- 2.12. Overall, we are forecasting that at the end of the December, we are within tolerance (Amber) to deliver all of the high level Organisational Health Outcomes as set out in the One Organisational Plan.
- 2.13. For Quarter 3, under the Organisational Health Outcomes we are reporting a red status for two outcomes. The first is “Services are delivered within the agreed budgets” which is informed by by WCC’s Revenue Budget performance and is set out in section 3 of this report. The second outcome is

“The Council operates within the law” which is informed by the number of adverse decisions from Legal Challenge.

- 2.14. The Council has to date received a total of 11 legal challenges from the Local Government Ombudsman, 5 of which are Blue Badge applications. However, recent changes in the reporting categories by the Local Government Ombudsman has seen an increase in the number of challenges the authority has received and comparative year on year performance is no longer possible.
- 2.15. For 2014/15, the target set was ‘0’ adverse decisions for this measure and therefore as these are year to date actual results, the red status of this measure will not change at the end of this financial year.
- 2.16. In supporting the the Outcome “High quality needs based public services are deployed effectively and efficiently no matter how they are provided”, is the key business measure “% Customer Satisfaction with WCC Councillors as Community Leaders”. As this is a new measure for 2014/15, we are in the process of reviewing existing survey results to determine whether or not this measure can be populated for 2014/15 by using appropriate existing data. If we are able to do so, this will set the baseline going forward and a target can be agreed.
- 2.17. We are currently unable to provide a year to date forecast for two further Organisational Health Outcomes at the end of quarter 3 and they are set out in the below ;-

Organisational Health Outcome	Reason
Customers’ expectations are managed and they are satisfied with the services they receive	<ul style="list-style-type: none"> • Quarter 3 forecast cannot currently be provided as this measure is based on actual results. Each Business Unit will be providing a measure of satisfaction for those services where surveys have been undertaken by the end of the year and an overall position for the organisation will be reported in the year-end report. • This measure will also be reviewed as part of the Review and Refresh of the OOP Outcomes to determine how it can be reported in year for 2015/16
The Council adopts a commissioning approach to service delivery	<ul style="list-style-type: none"> • As this is a brand new measure for WCC, no baseline information is currently available and work across the council is still on-going to ensure that we can accurately define and capture the information. • Subject to the outcome of this work, a year end baseline figure will be provided and the measure will also be reviewed as part of the wider Review & Refresh of the One Organisational Plan.

- 2.18. The successful delivery of the One Organisational Plan, is dependent on the staff that work for WCC to deliver it.

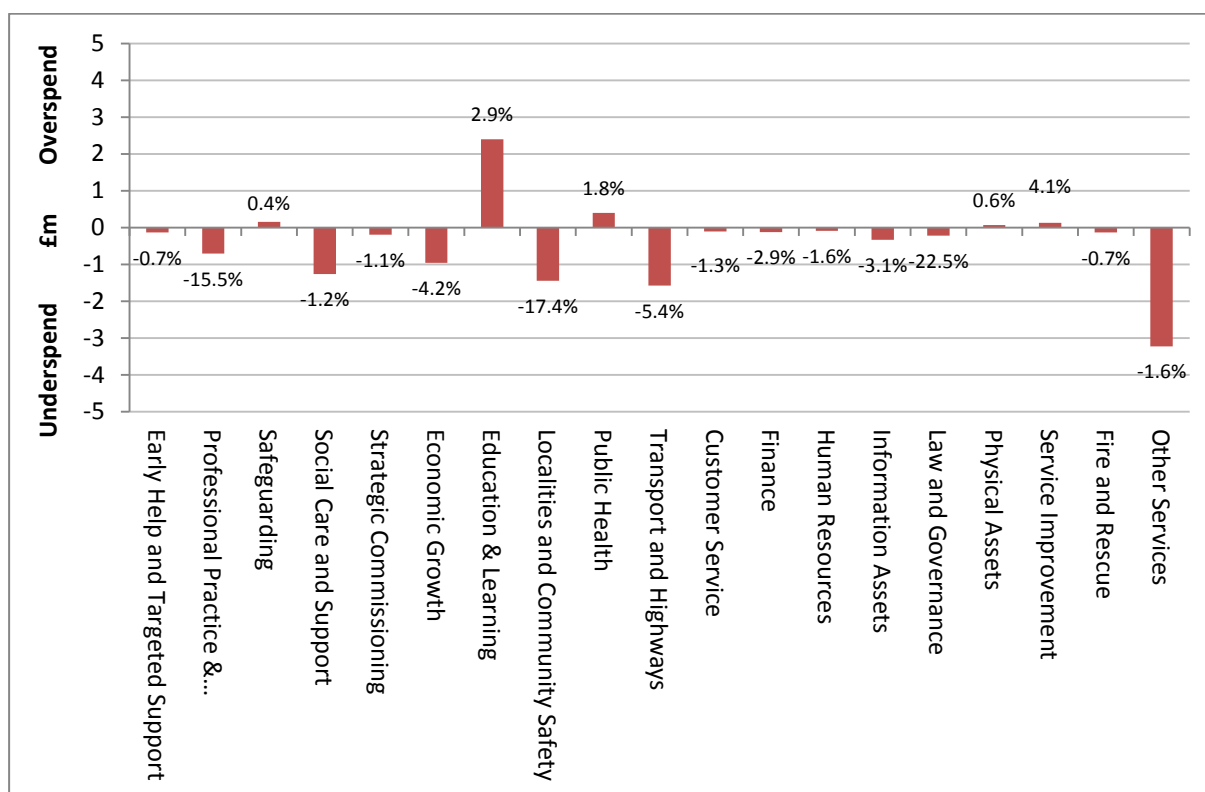
- 2.19. Since the beginning of the financial year there has been a reduction of 235 posts representing 4.21% of the workforce. However, Quarter 3 saw a less significant reduction in the headcount totalling 18 posts.
- 2.20. We are reporting an increase in the number of working days lost due to sickness absence in Q3. This increase in absence is a common trend for this time of year and whilst the the top reason for absence remains stress and mental health, this quarter it is followed by viral conditions.
- 2.21. At the end of Quarter 3, WCC continues to performance manage the number of significant risks to the organisation, and there is only one net red risk which 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.
- 2.22. Previously in the Mid Year Progress Report, the following risk was reported a a net red risk "Industrial action by operational firefighters, service control staff or support staff ". The status of this risk has now been degraded to an overall net risk of Amber as a result of an assessment by the WFRS that the likelihood of strike action has reduced given that over the period approaching Christmas the Fire Brigade Union have been targeting a legal approach to the Pensions Dispute. However, whilst the risk has been down graded the circumstances will be closely monitored while the threat remains live.
- 2.23. Two additional Business Unit Net Red Risks are being reported at the end of this quarter and they are as follows "Care Act implementation delays mean council fails to meet its statutory duties to deliver social care and support services" and "Risks associated with closer alignment / integration with Health". Further details of the action being taken to reduce the likelihood/ impact of these risks is detailed in the risk section of the appendix.

3. Financial Commentary

3.1. Revenue Budget

- 3.1.1. The approved controllable revenue budget for 2014/15 is £219.975 million. Against this, at Quarter 3, an underspend of £7.348 million or -3.3% is forecast. This contrasts to the underspend position of £6.704 million, or -2.9% against a budget of £227.987 million at Quarter 2.
- 3.1.2. The agreed tolerance for underspends is 2% which means the overall forecast falls outside of this tolerance. Some Business Units are requesting to transfer a proportion of 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 3 five Business Units are forecasting that they will overspend and a further seven are forecasting underspends greater than the -2% tolerance agreed. 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** – The forecast overspend of £0.153 million is due to the number and cost of residential care cases being higher than anticipated during the third quarter.
- **Education and Learning** – The forecast overspend of £2.402 million is over £1 million less than reported at quarter 2. This is mainly due to reduced overspends on school organisation and planning together with a further reduction in the take-up of provision for 2 year olds.
- **Public Health** – The forecast overspend of £0.395 million relates to the expansion of the Family Nursing Partnership (£0.170 million); out of area school nursing activity (£0.178 million) and dispensing costs (£0.168 million). These are partly offset by underspends elsewhere across the Business Unit and the balance will be met, subject to Cabinet’s approval by a drawdown from the Business Unit’s reserves.
- **Physical Assets** – The forecast overspend of £0.067 million relates expenditure on planning applications for major development sites and

will, subject to Cabinet's approval, be funded from a drawdown from the Business Unit's reserves set aside for this purpose.

- Service Improvement – The forecast overspend of £0.127 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.

Underspends

- Professional Practice & Governance – The underspend of £0.708 million is mainly to early delivery of a staff restructure to achieve 2015/16 savings and difficulties recruiting project resource to support the change agenda.
- Economic Growth – The majority of the £0.953 million underspend is due to S38 income (£0.440 million) for which the work will be completed in future years and backdated income due to a change in gate fees (£0.322 million) from Coventry and Solihull Waste Disposal Company.
- Localities and Community Safety – The forecast underspend of £1.447 million relates mainly to attachment fees (£0.486 million) paid by DCLG as part of the Priority Families Initiative, which the Business Unit proposes, subject to Cabinet's approval, be transferred to reserves to support the programme in future years and a payment in advance to be received from the Heritage Lottery Fund relating to the "Our Warwickshire" project (£0.634 million).
- Transport and Highways – The majority of the £1.577 million underspend is mainly a combination of increased income, underspends and early achievement of savings on County Highways (£1.300 million), a reduction in the number of passenger journeys funded through concessionary travel (£0.468 million), early achievement of the civil parking enforcement savings (£0.351 million) and additional income from utility companies (£0.253 million). The underspend is partly offset by the effect of using £1.200 million to repay early self-financed borrowing.
- Finance – The underspend of £0.123 million is mainly as a result of maintaining on-going vacancies that will contribute towards future years savings targets.
- Information Assets – The underspend of £0.330 million is due to the income is in excess of costs in the WES IT arena following reviews of service offering, prices and staffing levels.
- Law and Governance – The £0.218 million underspend has arisen from reduced staffing costs in Democratic Services and Legal Services combined with more legal income from external customers and receipt of DCLG monies in audit for a successful anti-fraud bid which will not be spent until 2015/16.

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 either as a result of forecast overspends or delays in the delivery of savings. The financial position of these Business Units has improved over the last quarter. However, even with concerted management

action, it appears unlikely there will be a sufficient turnaround in the financial position to bring them fully back on an even keel.

3.1.6. For 2014/15 only, where a Business Unit has insufficient reserves to cover its forecast overspend Corporate Board is proposing there is a first commitment on any Other Services underspend for funding, followed by a top-slice from service reserves.

3.1.7. In addition the Department for Health has announced a new, ring-fenced grant that it is making available to help support specific local authorities in reducing the number of recorded Delayed Transfers of Care (DTC) attributable to social care. The grant for Warwickshire totals £0.520 million and will need to be spent by the end of the current financial year.

3.2. Reserves

3.2.1. In light of the revenue position reported above, Business Units are seeking Members' approval to put £4.973 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

Education & Learning (£0.068m)

- £0.068 million of unspent grant earmarked for use by March 2017.

Information Assets (£0.038m)

- £0.038 million to fund the Going for Growth (BDUK) Project Team 2014-2018.

Law & Governance (£0.048m)

- £0.048 million of the Warwickshire Counter Fraud Partnership Grant to be spent in 2015/16.

Economic Growth (£0.934m)

- £0.184 million for future Business Centre maintenance costs.
- £0.440 million for S38 Developer income where the work will be completed in future years.
- £0.240 million transfer to the Flood Management Reserve to match profiled flood funding over 4 years.
- £0.070 million to match profiled skills funding over 4 years.

Localities and Community Safety (£1.141m)

- £0.526 million funding received in advance of spending on Phase 2 of the Priority Families programme and Family Intervention Projects.
- £0.615 million the expected payment in advance to be received from Heritage Lottery Fund relating to proposed "Our Warwickshire" project.

Transport and Highways (£1.109m)

- £1.000 million for energy reduction initiatives including potential match funding to support bids to DfT.
- £0.109 million for the redevelopment of the traffic model.

Other Services (£1.635m)

- £0.035 million to support commercial development activity.
- £1.600 million to manage the potential impact on the authority's overall budget of future volatility in interest rates.

3.2.2. Business Units are also seeking approval to drawdown £1.217 million from reserves to support the delivery of their plans in the current financial year:

Physical Assets (£0.180m)

- £0.180 million to fund planning applications for major development sites.

Economic Growth (£0.515m)

- £0.515 million to match the DEFRA Grant funding payments to date.

Public Health (£0.395m)

- £0.395 million to support Public Health spending in 2014/15.

Other Services (£0.127m)

- £0.127 million from Resources Group reserves to support the SICM Business Unit in delivering projects across the Resources Group.

3.2.3. At 1 April 2014 the authority held reserves of £117.804 million. The proposed movements in reserves outlined above and approved previously during 2014/15, combined with the effect of the forecast outturn would increase the total level of reserves to £122.681 million. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to cover known financial risks, to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.

3.3. Capital Programme

3.3.1. The total forecasted level of capital payments is £83.582 million in 2014/15, with a further £133.687 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 £22.967 million over the medium term.

3.3.2. Managers forecasts indicate that £17.110 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 £26.973 million. Overall the total spend across the programme remains on target.

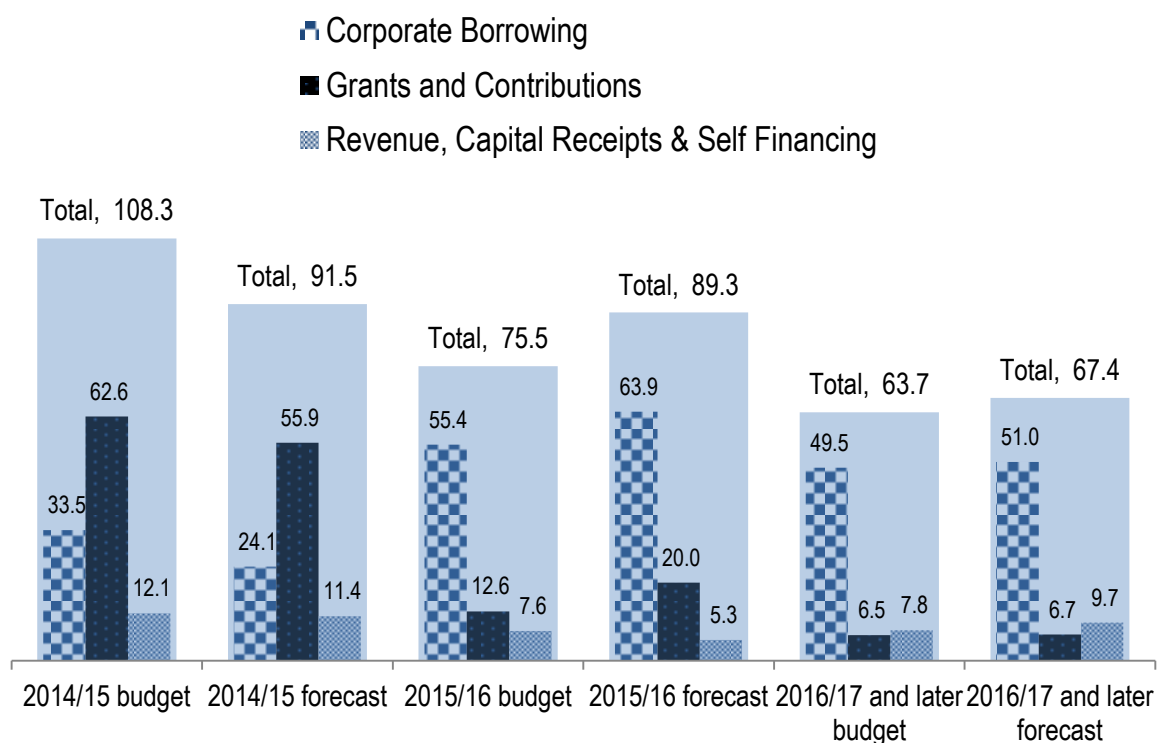
3.3.3. The main reasons for the £17.110 million slippage compared to the approved budget are:

- Customer Services – The slippage of £0.370 million is due to the over estimation of work due for completion in 2014/15.

- Economic Growth –The slippage of £0.131 million is due to a range of various issues across a number of individual schemes. The detail of these is included in the background information.
- Education and Learning – The slippage of £3.424 million is due to the redistribution of Targeted Basic Need grant income to alternative projects, with several schemes now no longer progressing. Full details can be found in the report on the Education and Learning capital programme elsewhere on today's agenda.
- Localities and Communities – The slippage of £0.232 million is mainly due to rural services capital maintenance funds being held back to build capacity to resolve larger, higher priority projects in 2015/16.
- Physical Assets – There has been slippage of £1.665 million from 2014/15 into future years. £1.1 million of this is due to slower than expected negotiations with the vendor in relation to the rationalisation of county storage. The remainder falls over a number of schemes.
- Social Care and Support – The slippage of £1.242 million relates to the Common Assessment Framework project. This spending will now take place alongside other developments associated with Better Care Fund integration in 2015/16.
- Strategic Commissioning – The slippage of £0.871 million mainly relates to a re-phasing of the replacement client information systems project following discussions with the supplier now the procurement phase is complete.
- Transport – There has been slippage of £9.114 million from 2014/15 into future years due to issues across numerous schemes. The detail of these is included in the background information.

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 £22.967 million.

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	108,292	91,458	75,543	89,266	63,725	67,388
<i>Corporate Borrowing</i>	33,543	24,084	55,363	63,947	49,504	50,960
<i>Self-Financed Borrowing</i>	5,210	3,709	2,272	2,509	6,068	7,244
<i>Grants and Contributions</i>	62,629	55,902	12,551	19,969	6,497	6,744
<i>Capital Receipts</i>	3,395	3,540	4,896	2,016	1,656	1,656
<i>Revenue Contribution</i>	3,516	4,223	371	825	0	784

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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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	410	6	416	391	(25)	This underspend is from an over achievement of income due to increased publicity works within Media & Communication
Customer Contact	2,545	(95)	2,450	2,547	97	The Supporting People budget will be overspent by £266k. This service is being transformed and developed since its transfer from People Group and is being funded by underspends within Other Customer Service. However, the Customer Contact Centre is underspending by £170k which is made up of £100k more income (originally budgeted for in Business Development) and savings from staff turnover and vacant posts
Customer Relations	220	0	220	250	30	
Face to Face (including Libraries and Registration Service)	4,083	30	4,113	3,951	(162)	There is a £50k underspend in the Library Service which relates to a revision in the project specification for card payments on self service kiosks in Libraries. A new version has been agreed which will cost less. There is an underspend in the Registration Service which relates to an over achievement of income in the year of £38k. There are other reductions around staffing and traded CEC budgets.
Other Customer Services	867	0	867	429	(438)	This underspend is funding the Supporting People Service (£266k) included in Customer Contact and Digital by Default (£220k) included in Business Development
Business Development	567	0	567	888	321	This overspend relates to the Digital by Default (£220k) being funded from the underspends in Other Customer Services and £100k income now being included in the Customer Contact section
Traded Services - Educational	0	(33)	(33)	(31)	2	
Traded Services - Non Educational	(112)	0	(112)	(46)	66	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	8,580	(92)	8,488	8,379	(109)	

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	111	111		
Warwickshire Local Welfare Scheme	663	95	(2)	756		
Total	663	95	109	867	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	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	

G Customer Service

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/CS-A	Reduction in the budget for the Local Welfare Scheme	150	150	150	150	150	150	150	150	150	150	
OOP/CS-B	Applying additional income targets to the Registration Service	150	150	150	205	205	205	205	205	305	305	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	80	80	120	120	120	120	
OOP/CS-D	Reduction in the Customer Services Projects.	70	70	70	120	120	120	120	120	150	150	
OOP/CS-E	Stop the Going the Extra Mile (GEM) Programme (Staff Recognition Scheme)	10	10	10	10	10	10	10	10	10	10	
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers	0	0	0	25	25	25	55	55	55	55	
OOP-CS-G	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing	0	0	0	60	60	60	30	30	30	30	
OOP-CS-H	Implementation of the Digital by Default programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	0	0	0	0	0	0	150	150	346	346	
OOP-CS-I	Improve the effectiveness of the whole library network	0	0	0	0	0	0	100	100	100	100	
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	0	0	0	0	0	0	0	0	112	112	
	Total	420	420	420	650	650	650	940	940	1,378	1,378	
	Target		420	420		650	650		940		1,378	
	Remaining Shortfall/(Over Achievement)		0	0		0	0		0		0	

2014/15 to 2017/18 Capital Programme

Project	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	0	150	303	501	(150)	0	Discussions still ongoing for Old Shire Hall
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	0	0	0	331	0	0	
10645000	One-Stop Shops Expansion Programme 2009/10	0	180	90	0	270	0	44	226	0	270	(136)	(0)	Variance - not forecasted for the full amount in September 2014. Atherstone and Alcester Library projects will not be completed this financial year.
11040000	Improving the Customer Experience/One Front Door Improvements	41	250	600	2,105	2,996	41	185	600	2,224	3,050	(65)	53	Additional revenue contribution for Firmstep Development. Variance - Over estimate of development costs for this financial year.
11293000	Community Information Hubs	0	100	0	0	100	0	81	19	0	100	(19)	0	
11332000	Purchase of new transit van reg no. YR14 ZSN	0	14	0	0	14	0	14	0	0	14	0	0	
		1,314	687	993	2,105	5,099	1,314	317	995	2,526	5,152	(370)	53	

Results for Key Business Performance Measures April 2014 to December 2014

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Actions to be taken
KBM	% increase in customer overall satisfaction	High	Quarterly	80%	80%	Green	For 2014/15 report card, this measure is based on current customer satisfaction with campaigns delivered.	
KBM	% increase in customer satisfaction levels with the quality of service provided	High	Quarterly	on target	Retained	Green	Linked to maintaining customer service excellence standard. We are reporting green against this measure for 2014/15	
KBM	% of business cases that are commissioned to deliver against clearly defined outcomes	High	Quarterly	100%	100%	Green		
KBM	Services are delivered on time and within budget	Plan	Quarterly	on target	Achieved	Green		
KBM	Customer satisfaction with ease of access to services	Plan	Quarterly	Achieved	Achieved	Green	This will be collected as part of Resources Group Annual Survey and reported by year end. Would expect to see an improvement on previous results	Identify baseline from previous results
KBM	% staff satisfied with the council as an employer	High	Quarterly	64%	?	N/A		
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	on target	80%	Amber	Learning & Development in the majority of areas is on target. The plan for the Customer Service Centre will need to be revisited.	CSC Learning & Development plan being revised
KBM	% staff expressing satisfaction with their manager as a leader	High	Quarterly	?	?	N/A		there are 5 questions in the staff survey (q20-24) which feed into this. Is it an average of the 3?
KBM	All business unit key activities are delivered on time and within budget	High	Quarterly	on target	100%	Green		
KBM	Staff have access to resources that allow them to do their job	Plan	Quarterly	?	?	N/A		there are two questions in the staff survey (7 & 8) which relate to this. Which is used or is it an average?
KBM	Savings delivered	Plan	Quarterly	on target	OOP savings	Green		
KBM	Budgets within -2%/+0	Plan	Quarterly	-1.23%	less than 2%	Green		
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	on target	1%	Green		
KBM	Service standards published for all services	100	Quarterly	on target	Achieved	Green	Service Standards for CS are published regularly.	
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	on target	100%	Green		
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	Achieved	Achieved	Green	This will be collected as part of Resources Group Annual Survey and reported by year end. Would expect to see an improvement on previous results	Identify baseline from previous results
KBM	Services are delivered on time and within budget	100	Quarterly	on target	100%	Green		
KBM	% Customer Satisfaction levels	High	Quarterly	80%	80%	Green	For 2014/15 report card, this measure is based on current customer satisfaction with campaigns delivered.	
KBM	Standards for complaint handling are met	100	Quarterly	20% 13% 38%	80% ASC 60% CSC, 80% general	Red		
KBM	Maintain Customer Excellence Accreditation to ensure effective management of customer expectations	Plan	Quarterly	on target	maintain	Green		
KBM	Customer satisfaction with ease of access to services	High	Quarterly	N/A	N/A	N/A	No way of measuring currently, new CFS in development.	
KBM	% staff satisfied with the council as an employer	High	Annually	71%	72%	Amber	Compared to the ORC Benchmarking Median, results for the Business Unit are slightly below the benchmarking medium for this measure	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	34.70%	43%	Red	Compared to the ORC Benchmarking Median, results for the Business Unit are below the ORC benchmarking median for the measure on Snr Managers providing effective leadership	
KBM	All business unit key activities are delivered on time and within budget	Plan	Quarterly			N/A		

G Customer Service

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Actions to be taken
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	68.90%	65%	Green	Compared to the ORC Benchmarking median for this measure, Customer Services is well above the benchmark set	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Yes	Yes	Green	All reports to Members are prepared and circulated on time and in accordance with CMIS	is there a centrally determined measurement?
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	?	?	N/A	This measure is currently unavailable and is an organisational health measure	is this a central measurement?
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0	Green	Information provided by Law & Governance and held centrally as part of Organisational Health Measures	
KBM	All Resources Group business Units key activities are delivered on time and within budget	100	Quarterly	on target	100%	Green		
KBM	Risks identified are managed and reviewed monthly	High	Monthly	To Plan	To Plan	Amber	The risks identified for Customer Service continue to be reviewed and monitored on a regular basis. Performance has been reported in according with Majique and is therefore Amber	

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	223	0	223	236	13	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 One Organisational Plan 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 only recover less from the Pension Fund, creating a real spending pressure for future years that will need to be absorbed by the Business Unit. Traded services (Payroll and Schools Finance) remain on track.
Corporate Finance and Advice	665	0	665	594	(71)	
Treasury, Exchequer, Finance Systems, Pensions	409	(1)	408	540	132	
Communities Group and Fire & Rescue Local Finance, Procurement	873	(95)	778	675	(103)	
People Group Local Finance, Financial Benefits & Advice	1,854	0	1,854	1,769	(85)	
Resources Local Finance, Schools Strategy & Support, Payroll	666	45	711	741	30	
Traded Services - Education	(118)	(116)	(234)	(247)	(13)	
Traded Services - Non Education	(306)	116	(190)	(216)	(26)	
Net Service Spending	4,266	(51)	4,215	4,092	(123)	

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	123	123		
Finance Training Reserve	0	95	0	95		
Total	0	0	123	218	0	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/FIN-A	The reduction of financial advice and support to Managers and Members	211	211	211	211	211	211	211	211	211	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	30	40	30	40	30	This is not an issue for 2014/15, but Nuneaton & Bedworth and Warwick have since transferred their payroll requirements to Coventry, so this will impact on 2015/16, where compensating savings will need to be found from further reductions in financial support to managers and members (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	327	327	327	327	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	250	260	173	173	422	432	Proposal is to bring forward a proportion (£250k) of this savings proposal to offset OOP/FIN-C above, by more pro active management of cash with a broader range of institutions, whilst retaining liquidity and being prudent.
Total		251	251	251	501	501	501	751	741	1,000	1,000	
Target			251	251		501	501		751		1,000	
Remaining Shortfall/(Over Achievement)			0	0		0	0		10		0	

2014/15 to 2017/18 Capital Programme

Project	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	200	0	0	200	0	200	0	0	200	0	0	
		0	200	0	0	200	0	200	0	0	200	0	0	

Results for Key Business Performance Measures October 2014 to December 2014

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to Date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	achieved	Achieved	Green	On track to deliver savings of £250k in line with OOP.	
KBM	Budgets within -2%/+0	Plan	Quarterly	-3.40%	Under 2%	Red	Subject to forecast being finalised, this is on track.	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	achieved	Achieved	Green	Subject to forecast being finalised, this is on track.	
KBM	Service standards published for all services	100	Quarterly	Achieved	Achieved	Green	Service standards were in place and published for start of the financial year.	
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	Achieved	Achieved	Green	Based primarily on single business case around payroll / HR for 2014.	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	4%	2% improvement	Green	Based on 2013 customer survey for local finance, procurement, payroll and pensions.	
KBM	Services are delivered on time and within budget	100	Quarterly	Achieved	Achieved	Green	Currently on target to deliver all key measures within budget.	
KBM	% Customer Satisfaction levels	High	Annually	68%	66%	Green	Based on 2013 customer survey for local finance, procurement, payroll and pensions.	
KBM	% Customer satisfaction with ease of access to services	High	Annually	89%	80%	Green	Based on 2013 (meet your needs) question, including "neutral" response - last available data.	
KBM	% staff satisfied with the council as an employer	High	Annually	82%	77%	Green	2014 survey, compared with Group average.	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Annually	Partial	Achieved	Amber	Partly achieved, but need to identify how to better capture the data.	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	76%	76%	Green	Based on Q22 of staff survey.	Review management competencies as part of appraisal process
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	Currently on target to deliver all key measures within budget within the Finance Business Unit	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	77%	71%	Green	Based on average of Q7 and Q8 of 2014 staff survey.	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	Based on no finance led reports being late to either Corporate Board or Cabinet / Council.	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	Achieved	Achieved	Green	Based on no finance led reports being late to either Corporate Board or Cabinet / Council.	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0%	Green	Currently "green", but subject to a Judicial Review currently being considered.	
KBM	All Business Units key activities are delivered on time and within budget	100	Quarterly	Achieved	Achieved	Green	Currently on target to deliver all key measures within budget within the Finance Business Unit	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Amber	Steps are now in place to review risks monthly, but this was not in place at the beginning of the year.	

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	(1)	1,529	1,446	(83)	The underspend relates to a secondment extension and further vacancy held against 2015/16 savings, a review of the charging policy and invoicing which has increased income captured and there has also been a reduction in the demand for occupational health consultancy.
Human Resources Service Centre	1,349	(2)	1,347	1,219	(128)	The underspend is as a result of service manager, traded services manager and support staff costs apportioned appropriately across all services (see traded lines below) and this has been slightly offset by increased Human Resources Management System costs plus Transformation Fund contributions to a systems development post.
Business Partners and Learning & Organisational Development	2,015	48	2,063	1,898	(165)	The underspend relates to underspends in Learning and Organisational Development with training underspent due to both constraints on provider capacity to deliver and staff availability. There are vacancies being held against future savings and increased income from training delivered
Human Resources Head of Service	568	(49)	519	656	137	£414k of this budget relates to the internal Apprenticeship Scheme which is underspending by £7k while provision has been made for redundancy costs for Human Resources Service Centre (HRSC) posts following transformation roll-out (inc pension strain). There is also a forecast for 50% salary costs for a Property Rationalisation Programme cultural change post.
Traded Services - Education	(72)	0	(72)	(40)	32	Actual costing for traded services including all relevant staff (inc managers). This is offset against underspend with the HRSC above
Traded Services - Non Education	(100)	0	(100)	22	122	Actual costing for traded services including all relevant staff (inc managers). This is offset against underspend with the HRSC above
Net Service Spending	5,290	(4)	5,286	5,201	(85)	

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	78	78		
Growing for Growth Apprenticeship Scheme	633	0	7	640		
Total	633	0	85	718	0	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/HR-A	Review of processes and reduction in the administration of pay and pensions	61	61	61	61	61	61	61	61	61	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	30	30	30	30	30	30	30	30	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	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	63	63	120	63	120	143	143	235	235	
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	10	10	10	10	10	10	10	10	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	40	40	40	40	40	40	40	80	80	
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	10	10	10	10	10	10	10	10	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	70	70	70	70	70	70	70	70	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	43	0	43	0	
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	86	0	86	0	
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	61	0	61	0	

I Human Resources

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
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	61	0	61	0	
OOP/HR-M	Manage demand down for the service in line with the reduction in size of the Council. Proposal includes reviewing the approach to maintaining effective employment relations with trade unions, through consultative processes and frameworks (strategic and operational levels)	0	0	0	0	0	0	94	0	94	0	
OOP/HR-N	Restructuring of the Advisory Service to bring the Equality and Diversity team into the mainstream Advisory Service and reduce the provision of professional guidance and support to all Groups, staff and maintained schools on equality and diversity issues.	0	0	0	0	0	0	35	0	35	0	
OOP/HR-O	Review of structure and outputs in the provision of advice and support to senior managers on the full range of HR policies and their implementation and especially the management of change at strategic level (HR Business Partners). Proposal to include the restructuring and amalgamation of the HR Business Partners.	0	0	0	0	0	0	17	0	17	0	
OOP/HR-P	Scaling back the Health & Safety Service in line with Organisational changes and consider alternative delivery models and reducing referrals.	0	0	0	0	0	0	75	0	75	0	
OOP/HR-Q	Reduction in direct support to managers and leadership teams with regards to workforce planning through the increase in management capability to undertake workforce planning	0	0	0	0	0	0	20	0	20	0	
	Total	296	296	296	561	296	561	868	376	1,000	508	
	Target		296	296		561	561		868		1,000	
	Remaining Shortfall/(Over Achievement)		0	0		265	0		492		492	

Results for Key Business Performance Measures April 2014 to December 2014

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	achieved	Achieved	green	See OOP Savings report	
KBM	Budgets within -2%/+0	Plan	Quarterly	achieved	Achieved	green	See budget	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	achieved	Achieved	Green	See traded budget report	
KBM	Service standards published for all services	100	Quarterly	delivered	delivered	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	delivered	delivered	Green		
KBM	Increase in customer satisfaction with the quality of service provided	High	Quarterly	N/A	N/A	N/A	RG Survey not undertaken yet	
KBM	Services are delivered on time and within budget	100	Quarterly	delivered	delivered	Green		
KBM	% Customer Satisfaction levels	High	Quarterly	N/A	N/A	N/A	RG Survey not undertaken yet	
KBM	Customer satisfaction with ease of access to services	High	Quarterly	N/A	N/A	N/A	RG Survey not undertaken yet	
KBM	% staff satisfied with the council as an employer	High	Annually	71.60%	72%	amber	Decreased 1.4% from 2012	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	67.80%	68%	amber	Increased by 1.2% from 2012	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	45.70%	46%	amber	increased by 1.5% from 2012	
KBM	All Business Units key activities are delivered on time and within budget	Plan	Quarterly	achieved	Achieved	Green		
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	74.60%	75%	amber	Increased by 4.9% from 2012	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	achieved	Achieved	green		
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	N/A	N/A	N/A	Method for collecting this measure is still to be determined and will be considered as part of the review & refresh of the OOP	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	achieved	Achieved	Green		
KBM	All Resources Group business Units key activities are delivered on time and within budget	100	Quarterly	achieved	Achieved	Green		
KBM	Risks identified are managed and reviewed monthly	High	Monthly	achieved	Achieved	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	160		160	159	(1)	
Going for Growth - BDUK	662	(565)	97	59	(38)	This is forecast for BDUK project now due to run until 2018. This is to be transferred to the Going for Growth (BDUK) Reserve to ensure retained for this project.
Members Support	34		34	20	(14)	Underspend as iPads have not needed replacing, and we have seen some savings in the telephony arena
Strategy and Programme & Innovation	886		886	871	(15)	
Corporate ICT Development	1,465		1,465	1,465	0	
Customer and Supplier Services	2,087		2,087	2,043	(44)	Due to some staff vacancies and some savings in the printer arrangements
Production Services	2,675	34	2,709	2,767	58	Overspends due to additional infrastructure replacement costs. Will be covered by underspends elsewhere within Information Assets
Systems Design & Architecture	1,274	(1)	1,273	1,249	(24)	Underspend due to vacancies reserved for next years Redundancies
Network Services	1,270	300	1,570	1,599	29	Slight overspend due to slippage in new Public Service Network installation meaning more expensive lines need to be retained longer
Information Management	358		358	357	(1)	
Traded Services - Education	8		8	(276)	(284)	Income is in excess of costs in the WES IT arena following reviews of service offering, prices and staffing levels
Traded Services - Non Education	(8)		(8)	(4)	4	
Net Service Spending	10,871	(232)	10,639	10,309	(330)	

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		Funding set aside for investment in the replacement of the schools learning platform, E-Safety and education learning and training facilities as a result of vacating Wedgnoek House facilities as part of the Councils Property Rationalisation Programme agenda. The reserve is expected to be fully spent by the end of March 2016.
WAN Investment	625	(300)	0	325		Funding set aside for investment in the Council's WAN replacement and future unified communications work. The reserve will be used to meet one off installation costs for new lines, dual line costs during switchover and additional staffing costs. It is expected the reserve will be spent by the end of the 2015/16 financial year.
Going for Growth (BDUK)	428	565	38	1,031	38	Going for Growth Reserve to fund the project team costs 2014-2018 as approved by Council;
Service savings	0	0	292	292		
Total	1,253	265	330	1,848	38	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'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	0	217	334	0	451	0	
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	0	379	379	0	429	0	
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	0	105	209	0	314	0	
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	0	215	323	0	381	0	
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	0	16	16	0	16	0	
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	252	0	252	0	
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	107	0	142	0	
OOP/IA-H	Scale back the central purchasing function for all ICT equipment, desktop application software, mobile devices, network points, internal telephone extensions, and various other goods and services.	0	0	0	0	0	0	14	0	14	0	
OOP/IA-I	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	0	0	0	0	0	0	0	0	43	0	
OOP/IA-J	Reductions in the service management and business liaison service that leads on the development and maintenance of relationships between ICT and other Services, increasing the alignment of ICT to WCC front line services and the return on our overall ICT investment.	0	0	0	0	0	0	0	0	41	0	
OOP/IA-K	Scale back the records management service that provides advise to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	0	0	0	0	0	0	17	0	
Total		559	559	559	1,067	0	1,067	1,634	0	2,100	0	
Target			559	559		1,067	1,067		1,634		2,100	
Remaining Shortfall/(Over Achievement)			0	0		1,067	0		1,634		2,100	

2014/15 to 2017/18 Capital Programme

Project	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	16	0	216	157	43	0	0	200	(0)	(16)	
11121000	Development of Rural Broadband	335	4,399	7,663	4,840	17,238	335	4,360	7,759	5,624	18,080	(39)	842	Now includes project management costs for Phase 1 & Phase 2. This will be funded primarily by Going for Growth revenue monies.
11238000	Infrastructure e - government	223	0	0	0	223	223	0	0	0	223	0	0	
		716	4,442	7,679	4,840	17,677	716	4,403	7,759	5,624	18,503	(39)	826	

Results for Key Business Performance Measures October 2014 to December 2014

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to Date	Action to be Taken
KBM	Major IT development projects are delivered to time and to budget	Plan	Quarterly	On-Target	Achieved	Green	No issues identified in Programmes	
KBM	The Capital Programme is delivered to time and on budget	Plan	Quarterly	Achieved	Achieved	Green	BDUK project ahead of schedule. Changes are due to extension of the Project with Phase 2 and use of funding for this	
KBM	Service Standards published for service	Plan	Quarterly	Achieved	Achieved	Green	Produced but not widely publicised, to be reviewed as part of a wider Resources approach	
KBM	% of Business Cases that are commissioned to deliver against clearly defined outcomes	High	Quarterly	80%	100%	Amber	There is room for improvement here although Programme Boards approving projects with more limited definition.	We will be seeking to use more formal Business cases when requesting approval of large projects.
KBM	Services are delivered on time and to budget	Plan	Quarterly	Achieved	Achieved	Green	IA is within budget and have seen improvement in Customer Satisfaction Survey score.	
KBM	% staff satisfied with the council as an employer	High	Annually	69%	Achieved	Green	Increase of 3.3% to 69.3% for Overall, I am satisfied working for Warwickshire County Council	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	61%	Achieved	Green	4.5 % increase to 60.8% for I am satisfied with the training and development I receive in my current job	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	Partially Achieved	Achieved	Amber	4% increase to 69.6% for My immediate manager motivates and inspires me to be more effective in my job. But 5.8% decrease to 73.4 for I have confidence in my immediate manager.	We will follow up the lower scoring areas for the confidence question.
KBM	All business unit key activities are delivered on time and within budget	High	Quarterly	90%	100%	Amber	Do not believe all will be completed to the ORIGINAL date	Unrealistic target, given number of activities and priorities that can change over the 15 months from planning to the end of the year. Will be seeking to deliver as many as possible
KBM	Staff have access to resources that allow them to do their job	Plan	Annually	Achieved	Achieved	Green	Increases in a range of scores related to this in the SOCITM Survey	
KBM	Information required by decision makers is dispatched in timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	All reports are submitted on time and in accordance with CMIS timetable	
KBM	Average time taken by Members and Senior Officers to make formal decisions.	Plan	Quarterly		?	N/A	No method of measuring	
KBM	Number of adverse decisions from legal challenges is low.	Low	Quarterly	0	0	Green		
KBM	Overall availability of ICT network	Plan	Quarterly	<7	<14	Green	No major incidents in first 9 months. Within Target. Two incident in Quarter 3 but neither impacted over 10% of staff	
KBM	Major IT development projects are delivered to time and to budget	Plan	Quarterly	On-Target	Achieved	Green	No issues identified in Programmes	

J Information Assets

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to Date	Action to be Taken
KBM	Savings delivered	Plan	Quarterly	100%	100%	Green	All already delivered	
KBM	Budgets within -2%/+0	Plan	Quarterly			Red	Recurring Corporate budgets on target, will be using Reserves to both carry forward for BDUK and draw down for PSN. We will be deliberately over recovering in the Traded arena. On figures alone this will push us into the red because we are delivering the requested traded target	None - we are seeking to deliberately maximise our surplus in the Traded arena
KBM	Traded Services meet Budgetary targets	Plan	Quarterly		>0%/<5%	Red	To be reported in Q3 - Presumably WES will report this. By achieving our planned surplus we will exceed the 5% threshold	None - we are seeking to deliberately maximise our surplus
KBM	The Digital by Default Programme is delivered on time and to budget	Plan	Quarterly	On target	TBC	Green	On target to deliver in accordance with agreed deliverables	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	Achieved	5.6	Green	This is an increase from last years score, and we are just 0.01 out of the score got the top 10% of Councils	
KBM	Services are delivered on time and within budget	High	Quarterly	Achieved	Achieved	Green	IA is within budget and have seen improvement in Customer Satisfaction Survey score.	
KBM	% Customer Satisfaction levels	High	Quarterly	Achieved	5.6	Green	This is an increase from last years score, and we are just 0.01 out of the score got the top 10% of Councils	
KBM	% Customer satisfaction with ease of access to services	High	Quarterly	Achieved	Achieved	Green	Score for Does the ICT provided allow you to work flexibly? Up from 2013 and we have the highest score of any of the 60 Councils that Benchmark	
KBM	% staff satisfied with the council as an employer	High	Annually	69%	Achieved	Green	Increase of 3.3% to 69.3% for Overall, I am satisfied working for Warwickshire County Council	
KBM	Risks identified are managed and reviewed monthly	High	Monthly			Amber	Need to increase frequency from Quarterly to Monthly	Will seek to review and report changes as part of monthly progress report to the Strategic Director.
KBM	The BDUK project is delivered on time and to budget	High	Quarterly			Green	BT Total Homes Passed ahead of schedule over 26,365 already delivered. This is 50% over the target for the end of the quarter, and indeed has already exceeded the end of financial year target. Have also had approval of funding for Phase 2 , ITT posted 29/09/14	

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	440	(45)	Reduced salary costs (one post part year recruitment and trainee post not recruited to) and reduced spend on member development courses.
School Governor Services	82		82	70	(12)	
Insurance, Internal Audit and Risk Management	500		500	442	(58)	We are now in receipt of the first instalment of the Warwickshire Counter Fraud Partnership Grant. Of the £96k received, it is likely that only £48k will be spent in this financial year. The balance is to be transferred to a ring-fenced reserve for use in 2015-16.
Legal Core	424		424	419	(5)	
Traded Services - Educational	(62)		(62)	(100)	(38)	Increase in 'buy as you go' purchase of legal services from schools.
Traded Services - Non Educational	(522)	63	(459)	(519)	(60)	One Organisational Plan saving target to reduce People Group legal spend on children's safeguarding on stream earlier than predicted.
Net Service Spending	907	63	970	752	(218)	

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		170	170		
Warwickshire Counter Fraud Partnership			48	48	48	The Warwickshire Counter Fraud Partnership Grant is a ring-fenced grant and as such any amounts unspent is to be returned to the awarding body. £48k is the anticipated remaining balance from the 2014-15 instalment earmarked to be spent in 2015-16
Total	0	0	218	218	48	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/LG-A	Reduce level of Internal Audit and Assurance Support	19	9	19	19	9	19	19	0	19	0	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	0	0	0	35	0	35	35	0	35	0	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	0	0	0	12	0	12	12	0	12	0	
OOP/LG-D	Increase External Income Potential through Legal Services	0	0	0	6	0	6	12	0	20	0	
OOP/LG-E	Reduce School Governance Support in light of changing relationship between Local Authority and Schools	0	0	0	0	0	0	12	0	12	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	0	0	0	24	0	24	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	0	0	0	3	0	3	0	
	Total	19	9	19	72	9	72	117	0	125	0	
	Target		19	19		72	72		117		125	
	Remaining Shortfall/(Over Achievement)		10	0		63	0		117		125	

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Results for Key Business Performance Measures April 2014 to December 2014

Business Measures	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green	All L&G OOP targets are on track	
KBM	Budgets within -2%/+0	Plan	Quarterly	-14%	+0%/-2%	Red	Combination of reduced salary costs, more external income and OOP savings on stream earlier than expected	Position likely to continue to end year
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	£2.03m	TBC	Green	Collectively for Q2, the WES surplus target is forecast to be met. Legal Services on target at the end of Nov.	
KBM	% Customer Satisfaction with WCC Councillors as Community Leaders	High	Annually	N/r	TBC	NA	Considering existing survey data to populate indicator for 2014/15. Target needs to be agreed.	Review data to determine whether indicator can be populated by appropriate existing data as baseline
KBM	Service standards published for all services	100%	Quarterly	Achieved	Achieved	Amber	Service standards drafted. Not all standards published outside of service	Ensure standards published
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	Achieved	100%	Green	1 key business case related to Audit Service. Expected to deliver against outcomes	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Annually	N/r	TBA	NA	Not yet reported.	To determine % increase for Q4 report
KBM	Services are delivered on time and within budget	100	Quarterly	Achieved	Achieved	Green	Business unit not overspending. No statutory or other key strategic deadlines missed to date	
KBM	% Customer Satisfaction levels	High	Annually	90	90	Green	Whilst we are still awaiting some customer feedback, we can report that for Legal Services YTD 100% of customers rates service as good or excellent.	
KBM	% Customer satisfaction with ease of access to services	High	Annually	N/r	TBA	NA	Not yet reported.	Consider whether data from Resources Gp customer survey can be used to populate indicator for Q4 report
KBM	% staff satisfied with the council as an employer	High	Annually	71%	TBA	Green	Marginal decrease from 2013/14 (less than 1%)	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Annually	70%	TBA	Green	Training and development in job - 64% in 2012/13	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	88%	TBA	Green	Confidence in immediate manager - 64% in 2012/13. Significant increase	
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	78%	90%	Amber	Based on % indicators in business plan completed - number of greens and ambers excluding this indicator (see table below)	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	79%	TBA	Green	Information to do my job well - 74% in 2012/13	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	80%	80%	Green	To end Nov, 143/176 reports met all CMIS deadlines. 25 of the 33 instances of missed deadlines were because reports had not been circulated in draft by the deadline. If this trend is continued the target will not be met.	Reminder to authors of target dates and removal of late items from agendas/deferral to later meetings.
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	N/r	TBA	NA	Not yet reported	Consider relevant data for reporting at Q4
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	12	0	Red	All are LGO challenges (5 of which are blue badge applications). LGO has changed reporting categories which has an impact	Head of Customer Service reviewing approach on blue badge applications. Performance on challenges now being reported to Corporate Board.
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Amber	Risks reviewed periodically	Introduce system to ensure risks reviewed monthly

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	845	(2)	843	1,132	289	£137k increase on insurance recharges. These are being validated. Also £152k contribution to Property Rationalisation Programme savings position
Construction Services	1,873	0	1,873	1,953	80	Overspend on corporate works.
Facilities Management	9,788	70	9,858	9,696	(162)	£100k underspend due to slippage and volume of projects. These will be completed in 2015/16. Also, £40k underspend due to staff turnover and cost reductions on supplies.
Estates & Smallholdings	(150)	0	(150)	43	193	£180k of expenditure on planning applications for major development sites. This will be offset by drawing down this sum from the Planning Reserve (see request in the Reserves Position below).
Asset Strategy	270	0	270	250	(20)	Underspend due to staff turnover.
Programme Management & Special Projects	29	86	115	115	0	
Traded Services - Education	(945)	0	(945)	(1,191)	(246)	Trading surplus on cleaning, catering, construction services and property risk. Deficit on energy management and schools health & safety.
Traded Services - Non Education	(183)	0	(183)	(250)	(67)	Trading surplus on cleaning, catering and construction services
Net Service Spending	11,527	154	11,681	11,748	67	

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	(180)	320	(180)	Partial use of planning reserve in 2014/15 (see above in Estates and Smallholdings), remaining will be used in 2015/16
Catering Equalisation Account	401	0	0	401	0	
Savings	0	0	113	113	0	
Total	901	0	(67)	834	(180)	

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	2,234	2,386	
	Total	3,637	3,637	4,421	4,269	4,421	
	Target		3,637		4,421	4,421	
	Remaining Shortfall/(Over Achievement)		0		152	0	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/PA-A	Reduce feasibility budgets	68	68	68	68	68	68	68	68	68	68	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings)	210	0	210	250	0	250	250	0	1,000	0	
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	10	10	50	10	50	80	10	100	10	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	8	8	8	14	8	14	18	8	20	8	
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	15	15	47	15	47	87	15	127	15	
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	5	5	11	5	11	18	5	23	5	
OOP/PA-G	Redesigning of the planning function to ensure service efficiencies including the reduction of posts	60	60	60	60	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	35	15	35	15	
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	50	15	50	15	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	0	0	0	37	0	37	37	0	37	0	
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	100	0	100	0	
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	1,050	0	1,600	0	
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	0	0	0	0	0	0	200	0	400	0	
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	0	0	0	0	0	0	50	0	80	0	
	Total	406	196	406	1,042	196	1,042	2,103	196	3,700	196	
	Target		406	406		1,042	1,042		2,103		3,700	
	Remaining Shortfall/(Over Achievement)		210	0		846	0		1,907		3,504	

2014/15 to 2017/18 Capital Programme

Project	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		
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	25	500	225	750	(125)	0	Delay pending tender exercise during Quarter 4.	
11318000	Universal Free School Meals Programme	0	1,279	0	0	1,279	0	1,247	0	0	1,247	(32)	(32)	Money devolved to school.	
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	442	206	0	0	648	442	325	0	0	766	118	118	Funding returned from completed PRP projects for re-allocation (£49,671 from 11041004, £43,360 from 11230000) plus revenue contribution of £25,000 from Information Assets towards refurbishment of Shire Hall basement toilets	
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	432	50	0	0	481	432	0	0	0	432	(50)	(50)	Transfer to 11041000	
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	0	0	0	603	(43)	(43)	Transfer to 11041000	
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	4,000	400	0	4,400	0	2,900	1,100	400	4,400	(1,100)	0	Slippage due to negotiations with vendor taking longer than expected based on due diligence surveys	
11338000	Re-wire & refurbishment of Pound Lane Total	0	0	0	0	0	0	500	0	0	500	500	500	Addition to programme approved by Portfolio Holder 21st Nov 2014. Financing via revenue contribution of £310,000 from the insurance receipt of Bath Place. Further £190,000 revenue contribution from Maintenance & minor works service for other building services works being undertaken at the site.	
Structural Maintenance															
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		
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		
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	12	0	0	5,848	5,835	12	0	0	5,848	0	0		
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	499	0	0	2,534	2,035	577	0	0	2,612	78	78	£78,222 moved from 11144000	
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	1,237	81	0	0	1,318	1,237	81	0	0	1,318	0	0		
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	5,876	164	0	0	6,039	5,876	125	0	0	6,001	(39)	(39)	£38,572 moved to 11145000	

L Physical Assets

Project	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	
11096000	Wark Barrack St Block - Roof Repl	195	0	0	0	195	195	0	0	0	195	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	1,240	0	0	1,240	0	1,240	0	0	1,240	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	2,624	0	0	2,624	0	2,545	0	0	2,545	(78)	(78)	£78,222 moved to 11037000.
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	5,883	0	0	5,883	0	5,941	0	0	5,941	58	58	Increase £58170 (£38572 added from budget 11039000 + £19598 contributions schools stockingford and St Matthew Bloxham)
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	
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														
10592000	Small Scale Reactive / Minor Improvements County-Wide	151	115	23	0	289	151	0	138	0	289	(115)	0	
Energy														
10400000	Climate Change 2009/10	257	97	0	0	354	257	46	51	0	354	(51)	(0)	
10410000	Climate Change 2007/08	350	3	0	0	353	350	0	3	0	353	(3)	0	
11135000	Various Properties - Reducing Energy	0	100	400	1,744	2,244	0	0	400	1,844	2,244	(100)	0	
11136000	Various Properties - Renewable Energy	75	250	750	4,324	5,400	75	79	246	5,000	5,400	(171)	0	
11159000	Wark Saltisford Office Park - Pv Micro Genern Syst	112	2	0	0	114	112	2	0	0	114	0	0	
Smallholdings														
10466000	Smallholdings Maintenance 2011/12	(18)	0	0	0	(18)	(18)	4	0	0	(14)	4	4	
11025000	Hurley, Poplars Farm	147	0	0	0	147	147	12	0	0	159	12	12	
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	3	0	0	985	3	3	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	10	81	259	0	350	10	81	259	0	350	0	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	540	0	0	0	540	540	(2)	0	0	538	(2)	(2)	
11140000	Rural Services Capital Maintenance 2013/14	254	11	0	0	265	254	1	0	0	255	(10)	(10)	
11141000	Rural Services Capital Maintenance 2014/15	0	713	0	0	713	0	706	0	0	706	(7)	(7)	
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	
		42,808	19,498	9,917	21,038	93,261	42,808	18,345	10,181	22,439	93,773	(1,153)	513	

Results for Key Business Performance Measures October 2014 to December 2014

Business Measures	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	100%	100%	Green	Major capital receipt in progress which will deliver the year end target.	
KBM	Budgets within -2%/+0	Plan	Quarterly	-2%	+0/-2%	Green		
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	-30%	+0/-2%	Green	The success of the Infant Free School Meals, the new cleaning service offer, and an increase in construction activity have all lead to trading profit	
KBM	The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes)	Plan	Quarterly	Achieved	Achieved	Green	66% delivered to date, with a year end position predicted to be on target	
KBM	The Property Rationalisation Programme is delivered on time and to budget	Plan	Quarterly	Achieved	Achieved	Green	80% of the target is delivered to date, with the year end position predicted to be on target.	
KBM	Service standards published for all services	100	Quarterly	Achieved	Achieved	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	100%	100%	Green		
KBM	Increase in customer satisfaction with the quality of service provided	High	Quarterly	680	699	Amber	Use customer compliments as an indicator of customer satisfaction	
KBM	Services are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	Use customer complaints as an indicator of dissatisfaction with service delivery.	
KBM	% Customer Satisfaction levels	High	Quarterly	80%	80%	Green		
KBM	Customer satisfaction with ease of access to services	High	Quarterly	Achieved	Achieved	Green	Use customer complaints as an indicator of dissatisfaction with service delivery.	
KBM	% staff satisfied with the council as an employer	High	Annually	75%	87%	Red		
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	70%	70%	Green		
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	51%	51%	Green		
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	Use customer complaints as an indicator of dissatisfaction with service delivery.	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	75%	75%	Green		
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green		
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	Achieved	Achieved	Green		
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0	Green		
KBM	All Resources Group business Units key activities are delivered on time and within budget	100	Quarterly	99%	100%	Amber		
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Green		

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	915	(79)	836	772	(64)	Underspend relates to part year staff vacancies and savings on the Acting Head of Service substantive post.
Observatory	406	(26)	380	370	(10)	Underspend is due to part year staff vacancies.
Service Improvement and Change Management Admin	167	(7)	160	102	(58)	Underspend is as a result of the Head of Service post being vacant for part of the year and the Personal Assistant's position being unfilled for a number of months.
Development and Support	617	(66)	551	515	(36)	Underspend relates to staffing vacancies and the centralisation of the remaining Resources Group Business Units paper and stationery budgets which included unused stock.
Commercial Enterprise	100		100	100	0	
Traded Services - Education	117		117	121	4	Traded Service shortfall.
Resources Transformation	645	305	950	1,241	291	Transformation Fund projects to be funded from Resources Group Reserves
Net Service Spending	2,967	127	3,094	3,221	127	

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	(127)	(127)		Projects delivered on behalf of the Resources Group are accounted for as part of the SICM Business Unit, although they do not form part of the SICM core business. A specific reserve is held by the Group to meet these costs, which is drawn down as required. At Quarter 3 it is requested that £127k is drawn down from this reserve.
SICM Reserves	0	190	0	190		
Total	0	190	(127)	63	0	

M Service Improvement

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		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	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'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	247	0	247	0	
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	68	0	68	0	
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	0	50	50	0	50	0	
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	25	0	25	0	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	0	0	0	40	0	40	40	0	40	0	
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	60	0	60	0	
OOP/SICM-G	Increase income generation activities	0	0	0	40	0	40	40	0	40	0	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	0	0	0	0	0	0	50	0	50	0	
OOP/SICM-I	The Project and Performance Management Arrangements (both central and localised arrangements) will be remodelled. Savings will be delivered by both expenditure savings and reduction in posts.	0	0	0	0	0	0	100	0	100	0	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0	0	0	0	0	0	20	0	20	0	
	Total	247	247	247	530	247	530	700	0	700	0	
	Target		247	247		530	530		700		700	
	Remaining Shortfall/(Over Achievement)		0	0		283	0		700		700	

M Service Improvement

Results for Key Business Performance Measures October 2014 to December 2014

Business Measure	Indicator	Aim	Collection Frequency	Year End Forecast	Target 2014/15	R-A-G Alert - YE Forecast against target	Progress to Date	Actions to be taken
KBM	OOP Savings delivered	Plan	Quarterly	Yes	Yes	Green		
KBM	Budgets within -2%/+0 (Net Variation to Budget)	Plan	Quarterly	TBC	>0% / <2%	Red	Projects delivered on behalf of the Resources Group are accounted for as part of the SICM Business Unit, although they do not form part of the SICM core business. A specific reserve is held by the Group to meet these costs which is drawn as required.	At Quarter 3 it is requested that £127k is drawn down from this reserve.
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	Qtr 4	5%	N/A	This will be available in Quarter 4	Once available, consider actions to be taken
KBM	Service standards published for all services	100	Quarterly	Yes	Yes	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	100	100	Green	This is an Organisational Health Measure where a an Organisational wide collection method is still to be determined. However, from a business unit perspective the business case for reshaping the service is being developed going forward.	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	NYA	2%	N/A	The results for this measure will be reported once the Resources Group Customer Survey has been completed, this will be available towards the end of January.	To determine % increase for Q4 report
KBM	Services are delivered on time and within budget	100	Quarterly	Yes	Yes	Amber	This is linked to Resources Group Key Activity measure. As SICM does not have any separate business unit outcomes, the commentary remains consistent in that all services are delivered on time but given the current financial position reported the overall status for this measure is amber	Continue to closely monitor all financial information on a monthly basis.
KBM	% Customer Satisfaction levels	High	Quarterly	45%	2%	Green	The results for this measure will be reported once the Resources Group Customer Survey has been completed. However, we are predicting an increase on previous years' results of 43% overall for SICM	
KBM	% Customer satisfaction with ease of access to services	High	Quarterly	45%	2%	Green	The results for this measure will be reported once the Resources Group Customer Survey has been completed, this will be available towards the end of January. However, we are predicting an increase on previous years' results for SICM	
KBM	% staff satisfied with the council as an employer	High	Annually	83.30%	72%	Green	Based on ORC Benchmark result of 72% for this measure and is consistent with reporting against the Organisational Health Measure across the whole of WCC	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	100%	100%	Green	Learning & Development Plans are in place. Successful delivery of all learning & development activity still to be identified however, staff are attending appropriate training and development as required to deliver SICM services	Discuss any outstanding learning & development with HR to explore whether external training is required if Corporate programme of training does not meet all training requirements for SICM
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	69.40%	62%	Green	The ORC Median score of 43% has been used for comparison. SICM results are considerably higher than this and compared to the results for 2012 of 62%.	
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	Yes	Yes	Amber	Whilst services and key business activity are being delivered on time, the current core business unit underspend means that the overall status for this measure is amber.	Continue to closely monitor all financial information on a monthly basis.
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	89.20%	65%	Green	The ORC Median score of 65% has been used for this satisfaction question. SICM results are considerably higher than this and compared to the results for 2012 of 83.1%, staff satisfaction continues to improve	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Yes	Yes	Green	We have submitted all reports on time	Reminder to authors of target dates and removal of late items from agendas/deferral to later meetings.
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	NYA	TBC	N/A	This has yet to be determined and will need to be considered as part of the review and refresh of the OOP Measures	Consider relevant data for reporting at Q4
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0	Green	Information provided by Law & Governance for all business units. Results for Qtr 3 indicate that SICM has not been in receipt of any adverse decisions.	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Yes	Yes	Green		