

Corporate Services Overview & Scrutiny Committee

17th September 2015

One Organisational Plan Qtr 1 (Year 2) Progress Report:

April 2014 – June 2015

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 Progress Report for April – June 2015 was considered by Cabinet on 10th September 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
 - Finance
 - Human Resources & Organisational Development
 - Information Assets
 - Law & Governance
 - Physical Assets
 - Service Improvement & Change Management

2. Background Papers

- 2.1 Report and Appendices, and supporting Business Background Information relevant to the remit of this Committee, which went to Cabinet 10th September 2015.

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Cabinet

10 September 2015

One Organisational Plan Quarterly Progress Report April – June 2015











Recommendations

That Cabinet:

- a) Note the progress on the delivery of the second year of the One Organisational Plan (2014-18) as at the end of June 2015 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £1.004 million from Business Unit reserves to support the delivery of services in 2015/16, as outlined in section 3.2.
- d) Approve the use of £0.288 million of Transport and Highways forecast underspend to facilitate the early repayment of self-financed borrowing as detailed in paragraph 3.1.4.
- e) Approve the revised capital payments totals and the revised financing of the 2015/16 capital programme as detailed in the table in section 3.3.

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 Appendix A.

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. Whilst a net overspend is being reported on the revenue budget plans are being developed to ensure, overall, the authority comes in under budget by the end of the financial year. As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focussed discipline on priorities and maintaining pace in the delivery of the agreed plans.

2. Performance Commentary

2.1 OOP Outcome Framework

2.1.1 The OOP Outcome Framework contains 5 specific key outcomes. At the end of Quarter 1, we are reporting that all five are within tolerance to be delivered and the overall status of the OOP is amber. Details of how the associated themes are performing are set out in the table below.



Our communities & individuals are safe from harm & are able to remain independent for longer	The health & well being of all in Warwickshire is protected	Our Economy is vibrant; residents have access to jobs, training & skills development	Warwickshire's communities are supported by excellent communications & transport infrastructure	Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership
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Overall Status	Amber	Amber	Amber	Green	Amber	Amber
Red	0	1	0	0	0	1
Amber	4	4	3	0	5	16
Green	1	0	1	2	0	4
N/A	0	0	0	1	0	1
Total	5	5	4	3	5	22

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.

2.1.2 Each of the 5 specific outcomes are supported by a number of additional themes, and cover distinct areas of activity that are being delivered across the Organisation and not just by one particular Group or Business Unit.

2.1.3 Positively, at quarter 1 we are able to report that we are successfully delivering on the following themes which are all reporting a green status:

- Our economy provides quality jobs and unlocks entrepreneurship
- Our integrated sustainable transport networks are fit for the future and meet the needs of residents and businesses
- Our planning infrastructure delivers strategic solutions for partners and ourselves.
- Our Councillors are strong community leaders

2.1.4 For the outcome “Our Communities and Individuals are safe from harm and are able to remain independent for longer”, we are on track to deliver on the outcome, with all of the 5 themes reporting they are amber or green at the end of quarter 1.

2.1.5 For the outcome “The health and well being of all in Warwickshire is protected”, we are on track to deliver on the outcome, with 4 out of the 5 themes reporting they are amber at the end of quarter 1. 1 theme is red which is “Young people understand the choice available to lead healthy lives”. This theme consists of three measures, one is red and detailed in the table at 2.1.9, the of the other two indicators, one is not yet available, and one is amber.

2.1.6 For the outcome “Our Economy is vibrant; residents have access to jobs, training and skills development”, we are on track to deliver on the outcome, with all 4 themes reporting they are amber or green at the end of quarter 1.

2.1.7 For the outcome “Warwickshire’s communities are supported by excellent communications and transport infrastructure”, we are on track to deliver on the outcome, with 2 of the 3 themes reporting they are green at the end of quarter 1. The outcome “The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised” and the supporting measure will be reported at the mid year point.

2.1.8 For the outcome “Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or delivered in partnership”, we are on track to deliver on the outcome, with all 5 themes reporting they are amber at the end of quarter 1.

2.1.9 The table below sets both the themes that are not reporting to be delivered and the associated key performance measures that have not achieved the targets set for 2015/16.

OOP Theme	Key Business Measures	Reason
Young people understand the choice available to lead healthy lives	<ul style="list-style-type: none"> % of Looked After Children aged under 16 who have been looked after continuously for at least 2.5 years, who are living in the same placement for at least 2 years, or are placed for adoption 	<ul style="list-style-type: none"> This is an area to be reviewed due to the dip in performance and in light of new statutory guidance. We need to understand the ratio of children within independent sector placements as well as those that are placed internally.

2.1.10 The table below sets out the comparative performance of the delivery of the outcomes, when comparing against the year-end position and the end of quarter 1 2014/15:

	Q1 2014/15	Year End	Q1 2015/16*	Comparison to Q1 2014/15
Red	11%	18%	5%	↓
Amber	37%	64%	76%	↑
Green	52%	18%	19%	↓
Overall OOP Delivery Status	Amber	Red	Amber	↔

*based on 21 themes, where “The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised” theme is not yet available.

2.1.11 When compared to the same time last year, although the themes with a green status have decreased, the number of red themes have also decreased which is encouraging. The number of amber themes have increased greatly, and overall the OOP delivery status has remained at amber, which is positive and a more realistic approach to target setting.

2.2 Organisational Health Outcomes

2.2.1 Overall, we are forecasting that, at quarter 1, we are within tolerance to deliver all of the high level Organisational Health Outcomes.

2.2.2 We are reporting five amber and three green outcomes, which equates to an amber status for the overall delivery of the One Organisational Health outcomes.

2.2.3 The table below sets out the comparative performance of the delivery of the Organisational Health outcomes, when comparing against the year-end position and the end of quarter 1 2014/15:

Organisational Health outcomes	Q1 2014/15	Year End	Q1 2015/16*	Comparison to Q1 2014/15
Red	0	25%	12.5%	↑
Amber	25%	12.5%	50%	↑
Green	25%	50%	25%	↔
NA	50%	12.5%	12.5%	↓
Overall Status	Amber	Amber	Amber	↔

2.2.4 When compared to the same time last year, the overall status for the Organisational Health outcomes have remained as amber and although the direction of travel for the reds has increased, the ambers have also improved and the greens have stayed the same.

2.3 Management of HR and Risk

2.3.1 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.

2.3.2 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation.

2.3.3 During quarter 1, absence has decreased slightly to 2.22 working days lost and is reflective of the same period last year. Reports show that Stress and Musculo-Skeletal remain the top reasons for absence and viral related absences have reduced significantly.

2.3.4 As we continue to move through significant organisational change, the total number of people employed by the County Council stands at 5328 at the end of Q1 and sees a small increase of 13 posts since the end of Q4 2014/15, however it is a decrease on the same time last year (5528). However, the age profile of our workforce remains stable with an average age of 45.8 years.

2.3.5 We continue to manage the number of significant risks to the organisation, and there is only one net red risk in the corporate risk register which is "Safeguarding Children and Vulnerable Adults in our community and the County Council's 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.

2.3.6 Further details of the actions being taken to reduce the likelihood/ impact of risk is detailed in the risk section of Appendix A.

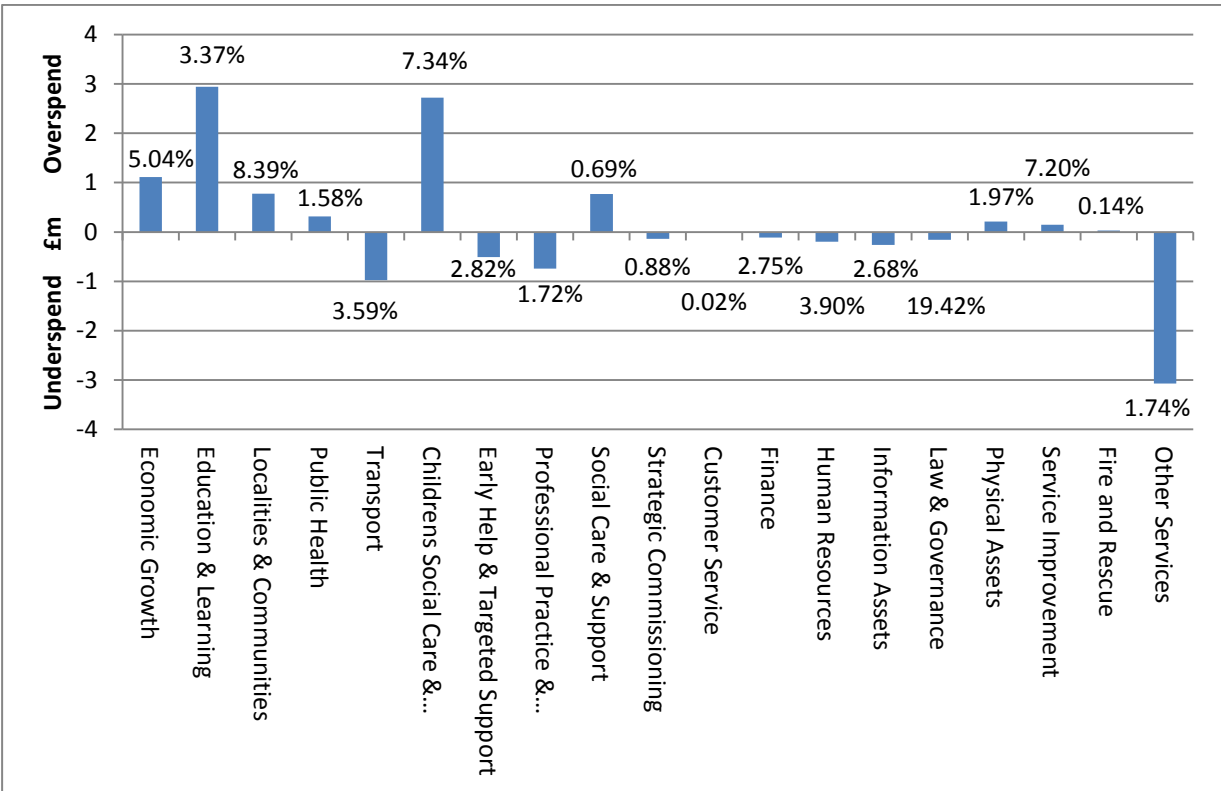
3. Financial Commentary

3.1. Revenue Budget

3.1.1. The approved revenue budget for 2015/16 is £236.665 million. Against this, at Quarter 1, an overspend of £3.502 million or 1.48% is forecast.

3.1.2. The agreed tolerance for overspends is 0% which means the overall forecast falls outside of this tolerance. Business Units are requesting to draw down a net £1.004 million of their reserves to fund specific expenditure projects, which, if approved by members, will bring the overall overspend down to £2.498 million or 1.06%.

3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the tolerances agreed for reporting purposes of no overspends and a less than 2% underspend. 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 are reported to Members as part of these quarterly reports.



3.1.4. At Quarter 1 nine Business Units are forecasting that they will overspend and a further six 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

- Economic Growth – The forecast overspend of £1.115 million is due to the delayed start on a number of projects last year meaning spending will now take place in 2015/16. Funding for these projects is currently held in the Business Unit's reserves and the Business Unit is requesting to draw down £0.935 million to fund these projects. If approved this would reduce the forecast overspend to £0.180 million.
- Education & Learning – The forecast overspend of £2.939 million is mainly due to the known deficit of £4.148 million on the DSG budget when the details were finalised at the start of the financial year. Underspends in other areas of the service have reduced the total underspend but it is unlikely the Business Unit's forecast overspend will be completely resolved by the end of the financial year. Finding a long-term solution to balance the DSG and deliver the school transport savings has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Localities & Communities – Of the forecast overspend of £0.774 million £0.626 million is for Phase 2 of the Priority Families Programme. The service is requesting to draw down £0.461 million of the Family Intervention Project reserve to meet this overspend. Most of the remaining overspend, £0.125 million, is expenditure providing additional independent domestic abuse advisors. This spending will be met from Business Unit reserves at the end of the year.
- Public Health – The forecast overspend of £0.317 million relates to the Family Nurse Partnership Programme, which the service plan to draw down from reserves in line with the approach agreed by Corporate Board and the Portfolio Holder in 2014/15.
- Children's Social Care & Safeguarding – The forecast overspend is £2.720 million, of which just over £2 million is due to residential care costs. The remaining overspend is from rising costs associated with Foster Carers and Adoption Services. The Business Unit has no reserves and finding a solution to the financial difficulties in Children's Social Care and Safeguarding has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Social Care & Support – The forecast overspend is £0.766 million, this is due to an overspend in both Physical and Learning Disabilities services of £1.989 million which is being offset by underspends in the Older People £1.019 million and Mental Health £0.239 million. Projects are in place to address the areas that are overspending and it is anticipated that once completed the level of the forecast overspend will begin to decrease.

- Physical Assets – The forecast overspend is £0.319 million, however the service is requesting to draw down £0.320 million from the Planning Application reserve to meet these costs.
- Service Improvement and Change Management – The forecast overspend of £0.148 million is a £0.198 million planned overspend on Resources transformation offset by a £0.050 million underspend across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resource Group Transformation Fund.

Underspends

- Transport & Highways – The underspend of £0.978 million is due to increased income from utilities in respect of street works and the latest consultants projections on the cost of providing concessionary travel. The Business Unit is seeking approval to use £0.288 million of this underspend to facilitate the early repayment of self-financed borrowing.
- Early Help & Targeted Support – The underspend of £0.510 million has been planned as a contingency against the financial impact of demand-led residential Integrated Disability Service placements.
- Finance – The underspend of £0.114 million is due to a reduction in staffing cost through restructuring and temporarily holding vacancies open.
- Human Resources – The underspend of £0.200 million is due to delays in recruiting to vacancies.
- Information Assets – The underspend of £0.261 million is the net of the £0.186 million traded services surplus and £0.075 million from holding vacancies open.
- Law & Governance – The underspend of £0.162 million is due to an increase in demand for services generating additional income, and also holding vacancies open.

3.1.5. Whilst half of the Business Units are reporting overspends at Quarter 1 we would expect this position to improve through the year, based on previous trends. Corporate Board and Heads of Service are aware of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track are being developed. Most of the Business Units have sufficient reserves to meet any residual overspends. There are only two Business Units that are a cause for concern at present – Children’s Social Care and Safeguarding and Education and Learning, with a combined forecast of a £5.659 million overspend. The difficult financial position of both of these Business Units is a continuation of the position at the end of 2014/15 and it has already been identified as the critical issue to be resolved in the 2016/17 OOP financial refresh, as reported to Cabinet in July.

3.1.6. Notwithstanding finding a medium term solution, even with concerted management action, it is unlikely there will be a sufficient turnaround in the financial position to bring them fully back on an even keel. As these Business Units have no reserves and remaining overspend will need to be made good from a reallocation of resources from elsewhere across the authority. For 2015/16 Corporate Board is proposing a first commitment on any Other Services underspend for funding, followed by a top-slice from reserves.

3.2. Reserves

3.2.1. Business Units are seeking Members' approval to put £1.272 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

Traded Services (£0.838m)

- £0.838 million towards the creation of a reserve for Warwickshire Education Services traded services at the level of their increased surplus targets for the year.

Other Services (£0.434m)

- £0.236 million contribution towards funding the 2017 Local Elections.
- £0.198 million transfer to the Resources Group Transformation Fund to support transformation across the Group.

3.2.2. Business Units are also seeking approval to drawdown £2.276 million from reserves to support the delivery of their plans in the current financial year:

Economic Growth (£0.935m)

- £0.006 million for Ecology and Archaeological grant funding received in 2014/15 which will be spent in 2015/16.
- £0.036 million for spending in 2015/16 relating to the Going 4 Growth Apprentice Hub.
- £0.150 million to supplement this year's £0.500 million budget for the Skills for Employment initiative.
- £0.743 million for Rural Growth Network grant funding towards meeting the forecast expenditure of £0.991 million.

Localities (£0.461m)

- £0.461 million as a contribution towards phase two of the Priority Families Programme.

Public Health (£0.317m)

- £0.317 million to fund Family Nursing Activity in line with the approach agreed by Corporate Board and the Portfolio Holder.

Transport & Highways (£0.103m)

- £0.051 million to fund Bridge Maintenance pressures.
- £0.052 million to fund updates to the traffic model.

Information Assets (£0.140m)

- £0.140 million from the PFI for School Reserve to meet planned expenditure.

Physical Assets (£0.320m)

- £0.320 million from the Planning Application Reserve to meet planned expenditure.

3.2.3. At 1 April 2015 the authority held reserves of £129.470 million. The proposed movements in reserves outlined above and approved previously as part of setting the 2015/16 budget (£3.398 million) and the 2014/15 outturn report (£4.336 million), combined with the effect of the forecast outturn (£3.502 million) would decrease the total level of reserves to £118.234 million.

3.2.4. 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 or 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 £109.488 million in 2015/16, with a further £111.250 million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £4.661 million for 2015/16 with a further £12.512 million over the medium term.

3.3.2. Managers forecasts indicate that £12.088 million of the spend planned for 2015/16 is now expected to slip into future years.

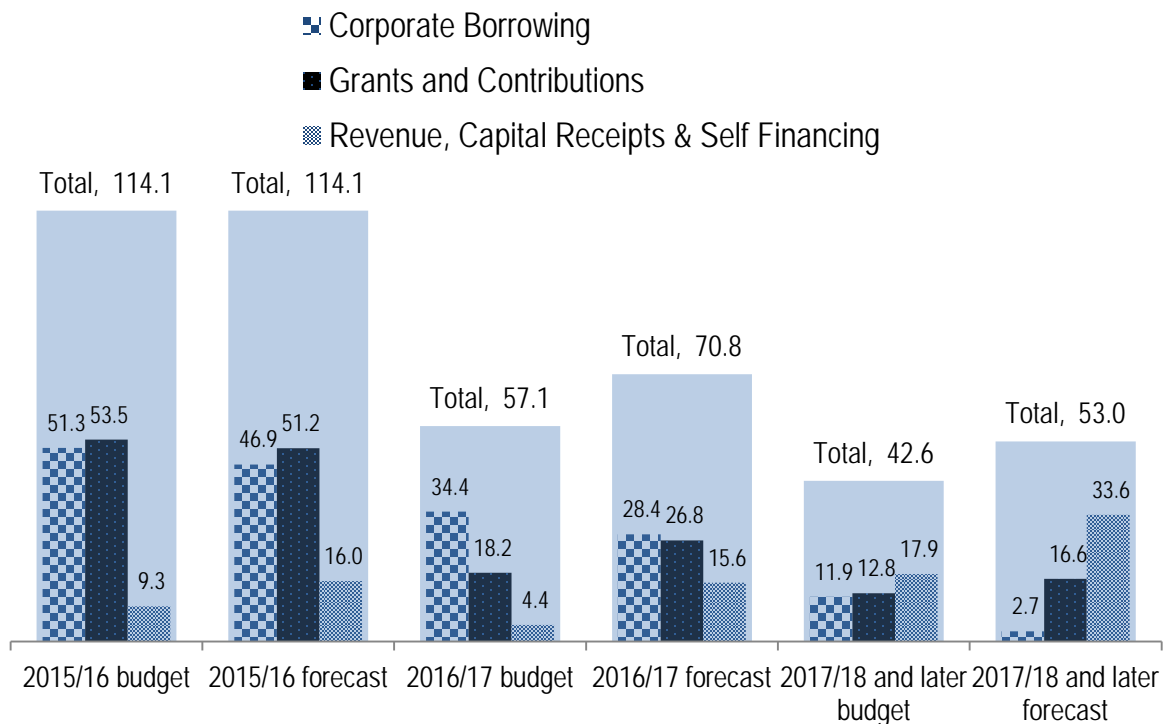
3.3.3. The main reasons for the £12.088 million slippage compared to the approved budget are:

- Education and Learning – The slippage of £1.501 million is due in the main to a revised schedule for the Bishopton School Extension (£843,000) and also other smaller changes across various other targeted basic need schemes.
- Transport – There has been slippage of £5.669 million from 2015/16 into future years due to issues across numerous schemes. Within this figure there has been £1.5m slippage on the Kenilworth Station project, £0.721m on the Bermuda connectivity project, £0.343m on the Rugby Western Relief road project, £1m on the safer routes to schools project and £1.45m slippage on the School Safety Zones project. Further details on the reasons for the slippage are available in the background annexes.
- Fire and Rescue – The slippage of £2.435m relates in the main to the New Training Centre project where major works are unlikely to take place before 2016/17.
- Information Assets – The slippage of £2.591 is on the BDUK project and is due to a change in the contracts by BDUK and BT. This has resulted in a re profiling of the payments schedule.

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 £17.173 million.

3.3.5. The overall level of new borrowing remains within the approved envelope of £20 million. Although the borrowing figures shown in the table 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.

Estimated Financing to 2017/18 & Later Years (£m)



	2015/16 Budget	2015/16 Forecast	2016/17 Budget	2016/17 Forecast	2017/18 and later Budget	2017/18 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	114,115	114,149	57,087	70,750	42,619	53,012
<i>Corporate Borrowing</i>	51,295	46,907	34,432	28,368	11,899	2,725
<i>Self-Financed Borrowing</i>	3,254	5,279	1,400	1,400	5,938	5,938
<i>Grants and Contributions</i>	53,507	51,198	18,213	26,775	12,770	16,647
<i>Capital Receipts</i>	1,836	6,048	2,400	13,228	11,664	26,813
<i>Revenue Contribution</i>	4,223	4,716	642	979	348	889

3.3.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% 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 Annexes A-S (the detailed returns from each Business Unit of their Quarter 1 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

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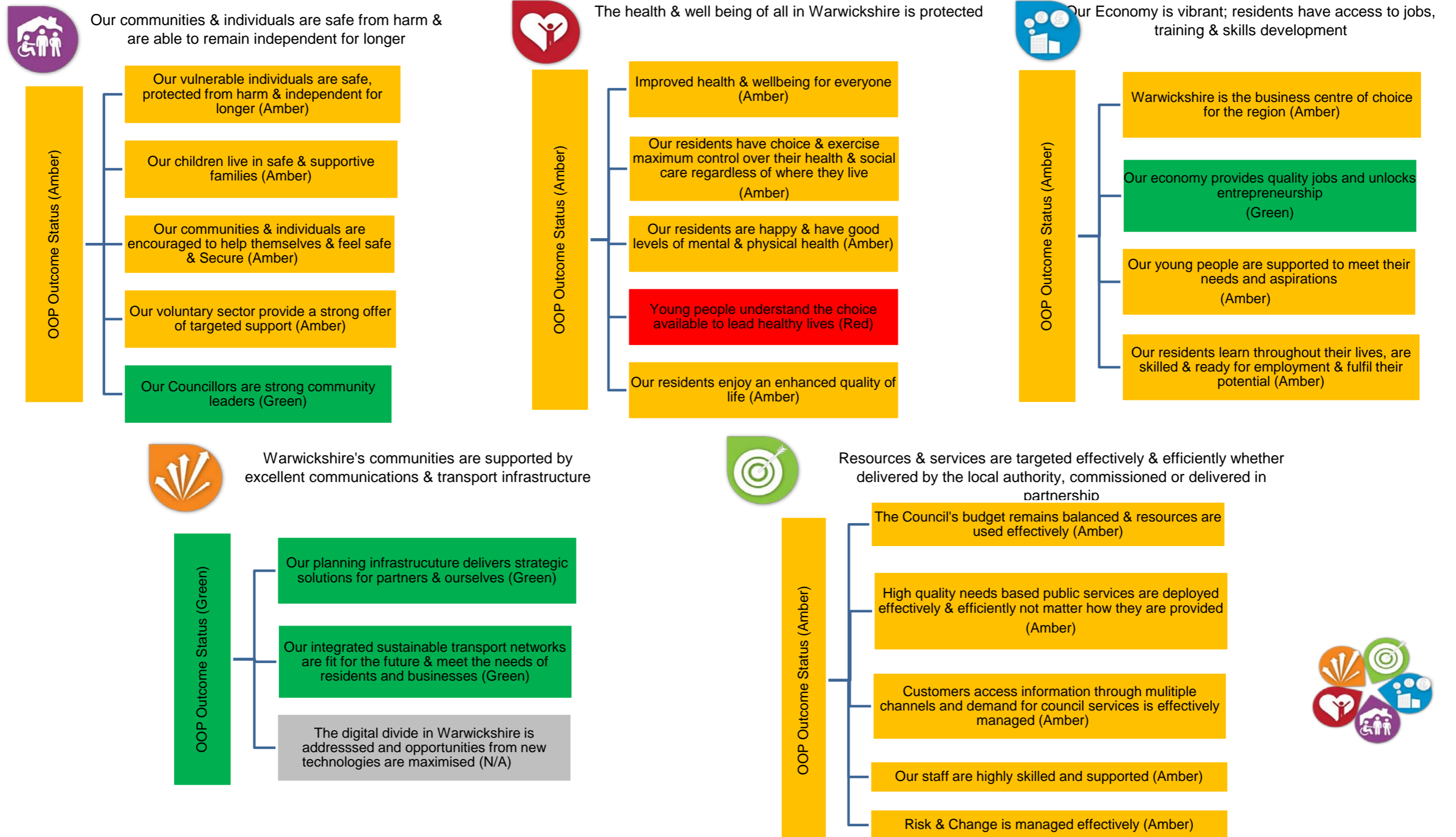
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Appendix A One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes April – June 2015

Overall, at the end of quarter 1 2015/16 of the One Organisational Plan, we are reporting that we are within tolerance (Amber) or on target (Green) to deliver on all of the high level Outcomes as set out in the One Organisational Plan

Individually, there are a number of key areas where we are on or above target to deliver on our OOP Outcomes with 4 already being achieved (Green) and a further 16 within tolerance (Amber) to be achieved at the end of 2018.



One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes: April - June 2015



Customers

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



Resources

R Services are delivered within the agreed budgets* excludes other services

G Savings are delivered to plan

Staff



A Staff are satisfied with the Council as an employer

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



Risk & Change

N/A The Council adopts a commissioning approach to service delivery (see below)

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

A The Council operates within the law

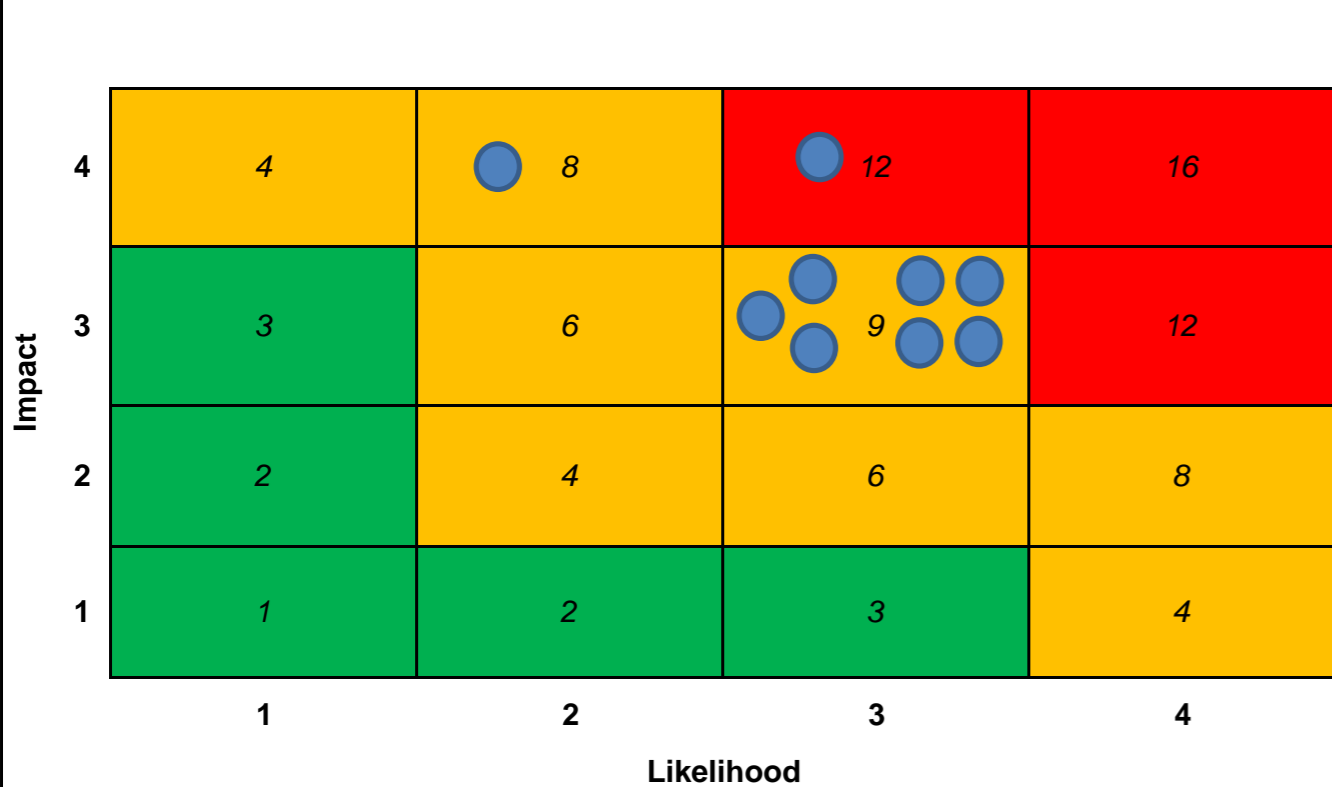


A Delivery of the One Organisational Health Outcomes: Actual of April - June 2015

As of 30th June 2015, we are reporting four amber outcomes, two green and one red, which equates to an amber status for the overall delivery of the One Organisational Health outcomes.

We are currently unable to provide a Q1 forecast for the Organisational Health Outcome "The Council adopts a commissioning approach to service delivery, as it is currently being defined.

WCC Strategic Risks - Performance Update April - June 15



● Net Risk Level

Net Amber Risks

- R0840 Continuing pressure on Adult Social Services resources
- R0842 Loss or corruption of personal or protected data held by the Council
- R0843 C&W LEP and City Deal arrangements, fail to achieve optimum funding levels and economic benefits
- R0844 Sustaining risk critical fire and rescue support functions during times of austerity
- R0845 Development of Business Continuity Plans and procedures
- R0846 Ensuring sufficient number of school places across the county
- R0847 Inability to manage or influence the impact of HS2 on Warwickshire
- R0839 Government policies, new legislation and sustained austerity measures present immediate challenges and further significant

Gross Risk Level Net Risk Level

16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
16 (R)	9 (A)
16 (R)	8 (A)

Net Red Risk

- R0841 Safeguarding Children & Vulnerable Adults in our community

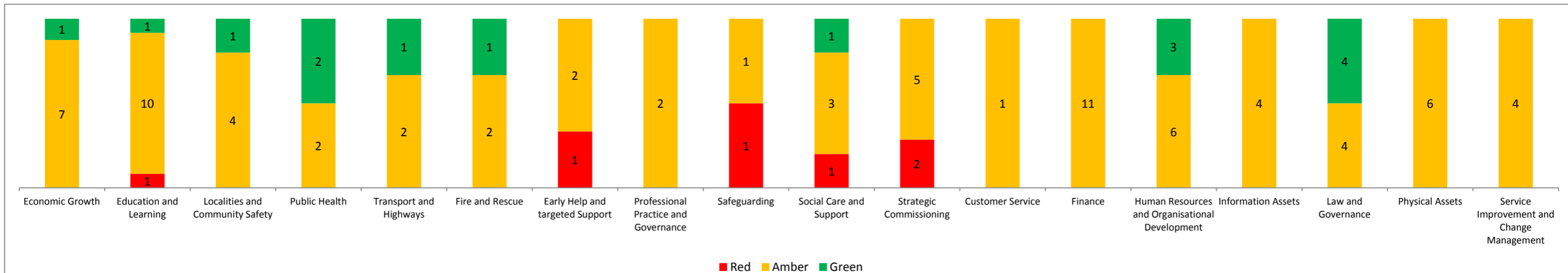
16 (R)	12 (R)
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Definitions taken from WCC Risk Management Strategy:

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

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

Business Unit Net Risks: Performance Update April - June 15



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

Home to School Transport cannot be managed back to budget or savings delivered. Risk Owner: Nigel Minns (Head of Education and Learning). The Council is currently consulting on proposals to cease to provide, or charge for, significant elements of discretionary transport. These proposals, which will be subject to a Cabinet decision in October 2015, will meet a proportion of the planned savings. Any phasing of the proposals (in line with statutory guidance) will result in shortfalls. Additional proposals are being developed to make further savings.

The Reablement Strategy and OOP fail to deliver intended objectives. Risk Owner: Hugh Disley (Head of Early Help and Targeted Support). This risk is reliant on the appropriate referral pathway where reablement can be undertaken. There is a D2A Integration Board that is overseeing a joint Health / Social Care integrated model that should maximise on the reablement potential with a possible S75 agreement

Children and Young People and vulnerable adults suffer injury or death. Risk Owner: Sue Ross (Interim Head of Safeguarding). The risk of this type of incident happening will always remain despite controls in place which are under constant review

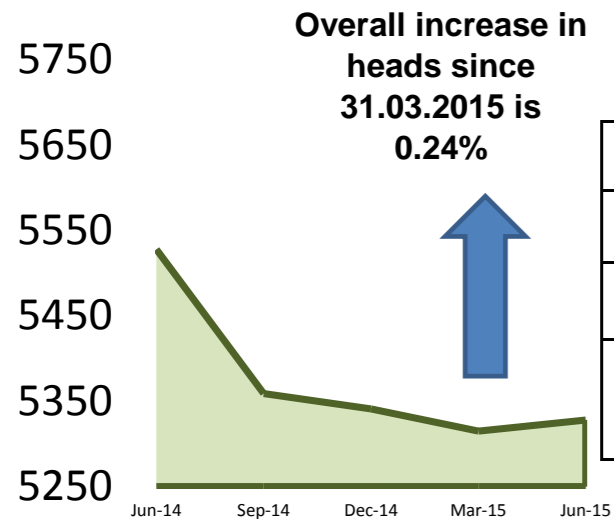
Care Act implementation delays mean council fails to meet its statutory duties to deliver social care and support services: Risk Owner: Jenny Wood (Head of Social Care & Support). This has seen the establishment of Oversight Group to oversee implementation across all relevant council services and the establishment of Assessment, Support Planning and Review Project. With the recent announcement of the delay in the second phase of implementation of the Care Act the situation is now being reviewed

Risks associated with closer alignment / integration with Health. Risk Owner: Chris Lewington (Head of Strategic Commissioning): Joint governance arrangements with health are now in place with regular reporting to Health & Well Being Board. Strategic Commissioning are also in the process of developing a section 75 for pooled budget arrangements.

Service continuity of commissioned support services including payroll support for customers with Direct Payments until a re-tender . Risk Owner: Becky Hale (All Age Disabilities Commissioning Service Manager). Fast tracking pre-procurement activity. On going provider discussions and monitoring.

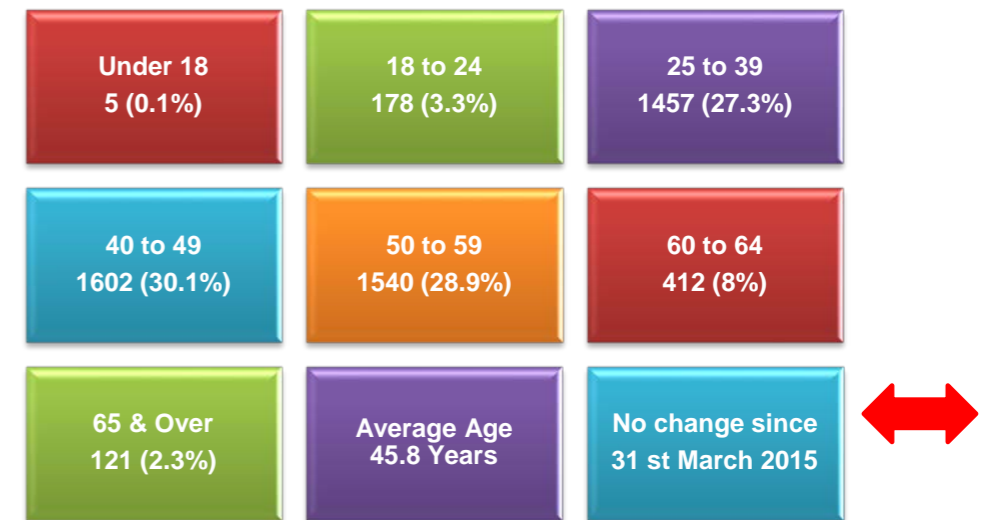
One Organisational Plan Quarter 1 April - June 2015 Progress Report: Headline HR Information

Number of employees



	End of Qtr 1 2014/15	End Mid Year	End of Qtr 3	End of Qtr 4	End of Qtr 1 2015/16
Head Count	5528	5359	5341	5315	5328
Full Time Equivalents	4268.1	4150.6	4165.6	4158.3	4154
Whole Time Equivalents	4199.3	4083.7	4094.6	4086.4	4087
Number of Posts	5845	5647	5634	5613	5630

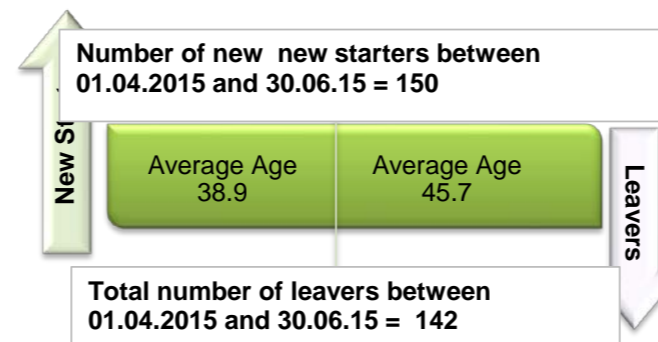
April to June 2015 Age profile of our workforce as at 30.06.2015



Turnover of workforce 1st April 2015 - 30th June 2015.

	New starters	Leavers & % turnover	Overall Turnover (Heads)
Heads	150	142 2.7	2.67%
Full Time Equivalents	104.5	107.5 2.6	
Posts	152.0	147 2.6	

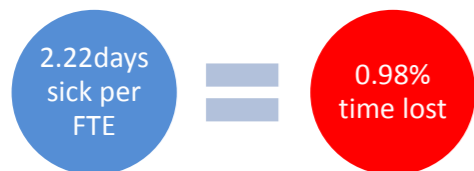
Average age of new starters and leavers



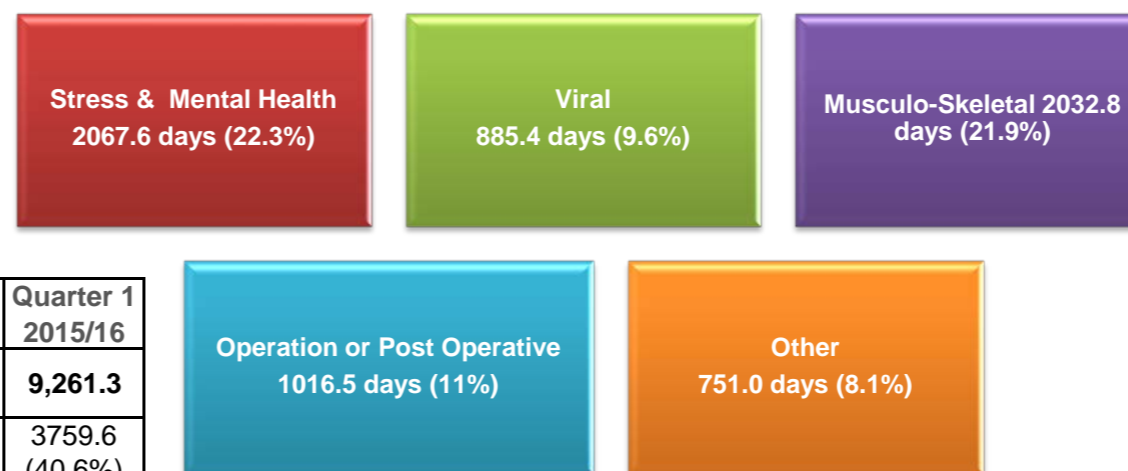
Number of posts by the reasons for leaving (% of leavers)



Sickness Headline Statistics Financial Year Q1 2015/16



Top 5 reasons for absence (days lost)



Sickness Absence Days	Quarter 1 2014/15	Mid Year 2014/15	Quarter 3 2014/15	Quarter 4 2014/15	Quarter 1 2015/16
Days lost through sickness	9,316.7	10,532.1	11,112.4	11,158.2	9,261.3
of which short-term	3828.2 (41%)	3453.4 (33%)	5284.3 (48%)	5145.3 (46.1%)	3759.6 (40.6%)
of which long-term	5488.5 (59%)	7078.6 (67%)	5828.1 (52%)	6013 (53.9%)	5501.6 (59.4%)

One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2015
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2015/16 into Future Years	Comments
Customer Service	3,654	0	3,654	13	
Early Help & Targeted Support	0	25	75	0	
Economic Growth	1,441	0	1,441	123	The increase in spending for this financial year is due to the re-profiling of a project to bring forward the purchase of an additional compactor at Princes Drive.
Finance	0	0	0	0	
Fire & Rescue	12,439	0	12,296	(2,435)	£2m slippage on the new training centre. Overall reduction in resources due to estimated costs being finalised on another scheme. Abortive costs for New Fire and Rescue Centre have been adjusted out of the capital programme.
Information Assets	17,142	0	17,142	(2,591)	BDUK and BT have negotiated an acceleration of Contract 2 deployment. However, the knock effect of this is to merge parts of Contract 1 into Contract 2 and parts of Contract 2 into Contract 1. This will require a significant re-profile of the payment schedule and a re-allocation of funding throughout the next few years of the project.
Education & Learning	29,452	17,955	46,549	(1,501)	£857k returned to the Education pot for re-distribution to different schemes due to up to date estimates. Bishopton School extension has slipped by £843k in year.

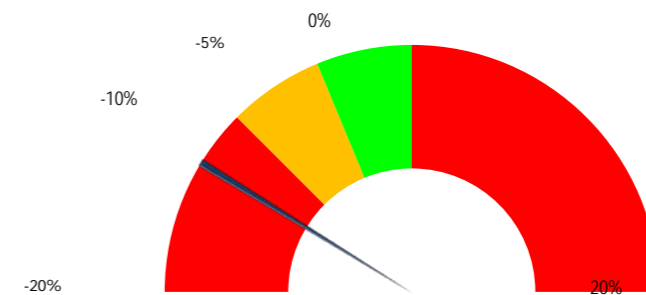
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	664	1,086	1,751	(27)	Schedule timings changed by HS2
Physical Assets	36,777	2,450	39,228	(1)	
Safeguarding	238	0	238	0	
Social Care & Support	1,176	0	1,176	0	
Strategic Commissioning	1,262	0	3,187	0	
Transport	91,379	2,114	92,978	(5,669)	£1.5m slippage on Kenilworth Station, £721k on Bermuda connectivity, £343k on Rugby Western Relief Road, £1m on safer routes to schools, £1.45m slippage on School Safety Zones. Safer routes to schools overstated by £500k at outturn.
Professional Practice & Governance	1,024	0	1,024	0	

Key

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

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

Slippage from 2015/16 into Future Years - Total



One Organisational Plan: Use of Financial Resources: Quarter One 2015 / 16 Revenue Position by Business Unit

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Economic Growth	22,103	23,218	1,115 5.04% Overspent	(3,907)	(2,792)
Education & Learning	87,120	90,059	2,939 3.37% Overspent	(1,250)	1,689
Localities & Communities	9,220	9,994	774 8.39% Overspent	(2,870)	(2,096)
Public Health	20,077	20,394	317 1.58% Overspent	(1,371)	(1,054)
Transport & Highways	27,268	26,290	(978) 3.59% Underspent	(2,874)	(3,852)
Total Communities Group	165,788	169,955	4,167 2.51% Overspent	(12,272)	(8,105)
Children's Social Care & Safeguarding	37,062	39,782	2,720 7.34% Overspent	2,734	5,454
Early Help & Targeted Support	18,103	17,593	(510) 2.82% Underspent	(1,449)	(1,959)
Professional Practice & Governance	4,291	4,217	(74) 1.72% Underspent	(2,825)	(2,899)
Social Care & Support	111,392	112,158	766 0.69% Overspent	(10,544)	(9,778)
Strategic Commissioning	15,988	15,848	(140) 0.88% Underspent	(4,850)	(4,990)
Total People Group	186,836	189,598	2,762 1.48% Overspent	(16,934)	(14,172)

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,585	8,583	(2) 0.02% Underspent	(740)	(742)
Finance	4,139	4,025	(114) 2.75% Underspent	(205)	(319)
Human Resources & Organisational Development	5,129	4,929	(200) 3.90% Underspent	(843)	(1,043)
Information Assets	9,755	9,494	(261) 2.68% Underspent	(1,817)	(2,078)
Law & Governance	834	672	(162) 19.42% Underspent	(156)	(318)
Physical Assets	10,533	10,741	208 1.97% Overspent	(319)	(111)
Service Improvement and Change	2,056	2,204	148 7.20% Overspent	(42)	106
Total Resources Group	41,031	40,648	(383) 0.93% Underspent	(8,861)*	(9,244)
Fire & Rescue	19,614	19,641	27 0.14% Overspent	(987)	(960)
Other Services	(176,604)	(179,675)	(3,071) 1.74% Underspent	(86,331)	(89,402)
Total Whole Authority	236,665	240,167	3,502 1.48% Overspent	(125,385)	(121,883)

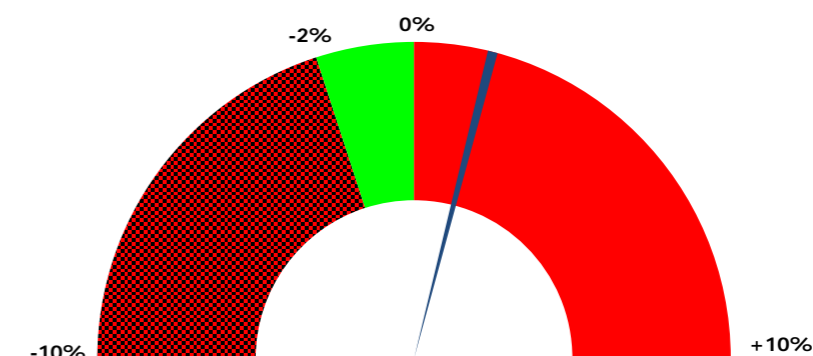
Notes

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

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

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

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2015
Savings Plan Position by Business Unit

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Implementation Status
Economic Growth	1,287	1,027	1,287	Whilst delivery of savings in 2015/16 is on target there are risks going forward of waste tonnages increase as the economy moves out of recession.	A
Education & Learning	1,568	1,268	1,268	The reduction in spending on out of county SEN transport has been cancelled out by spending on additional pupil numbers in special schools. This will be covered by one off savings in the BU in 2015/16.	R
Localities & Communities	626	626	626		G
Public Health	0	0	0		
Transport	2,185	2,162	2,162	Forecast income for Stratford Park & Ride in 2015/16 is £23k lower than expected. Anticipated that long-term savings will be addressed through alternative delivery model for Stratford Park and Ride.	G
Total Communities Group	5,666	5,083	5,343		A
Childrens Social Care & Safeguarding	1,661	1,725	2,909		A
Early Help & Targeted Support	1,537	1,532	1,537		A
Professional Practice and Governance	1,610	1,456	1,610		A
Social Care & Support	11,676	10,570	13,134		A
Strategic Commissioning	696	187	696		A
Total People Group	17,180	15,470	19,886		A

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Implementation Status
Customer Service	650	650	650		G
Finance	501	501	501		G
Human Resources & Organisational Development	561	561	561		G
Information Assets	1,067	1,067	1,067		G
Law & Governance	57	57	57		G
Physical Assets	1,092	780	1,092		G
Service Improvement & Change Management	540	540	540		A
Total Resources Group	4,468	4,156	4,468		A
Fire & Rescue	1,129	727	1,077	Control programme implementation now scheduled for early 2016/17. Shortfall in 2015/16 will be mitigated by one-off funding and underpends elsewhere.	A
Other Services	1,550	1,550	1,550		
Total Whole Authority	29,993	26,986	32,324		A

Key
 If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
 If savings are forecast to be less than fully delivered it is shown as Red.
 The "Implementation Status" RAG rating relates to the whole of the 2014-18 savings plan.

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

2015/16 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 and Communications	381	0	381	400	19	
Customer Service Centre	2,091	(43)	2,048	2,045	(3)	
Customer Relations	382	0	382	382	0	
Face to Face (including Libraries and Registration Service)	3,884	0	3,884	3,883	(1)	
Head of Service and Business Unit Projects	1,038	100	1,138	1,118	(20)	
E Services and Business Development	774	43	817	829	12	
Traded Services - Educational	(37)	0	(37)	(37)	0	
Traded Services - Non Educational	(55)	27	(28)	(37)	(9)	
Net Service Spending	8,458	127	8,585	8,583	(2)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	0	0	0	
Traded Reserve	0	0	4	0	4	Transfer to a Resources Group Traded Reserve
Warwickshire Local Welfare Scheme	742	0	(2)	740	0	
Total	742	0	2	740	4	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	420	420	420	420		420		
OOP/CS-B	Applying additional income targets to the Registration Service.	55	55	55	55		155		
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80		80		
OOP/CS-D	Reduction in the Customer Services Projects.	50	50	50	50		80		
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers	25	25	25	25		25		
OOP-CS-E	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing	60	60	60	60		60		
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	150		346		
OOP-CS-I	Improve the effectiveness of the whole library network	0	0	0	100		100		
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	0	0	0	112		112		
	Total	650	650	650	1,052	0	1,378	0	
	Target		650	650		1,052		1,378	
	Remaining Shortfall/(Over Achievement)		0	0		1,052		1,378	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	453	0	501	48	0	453	0	501	0	(0)	
10645000	One-Stop Shops Expansion Programme 2009/10	0	205	65	0	270	0	205	65	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	182	400	2,467	0	3,049	182	413	2,454	0	3,050	13	0	
11293000	Community Information Hubs	47	64	0	0	111	47	64	0	0	111	0	0	
		277	669	2,985	0	3,931	277	682	2,972	0	3,931	13	(0)	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Net variation to budget - Percentage (KBM)	-2	- 0.01%	-0.01	Green	£ variance: £1,084	
Standards for complaint handling are met (KBM)	1	0	0	Red	We are working with all Groups to address this	Known problem with timeliness - Customer Services and Transformation Board are co-ordinating actions to resolve
Average number of days lost due to sickness per FTE	8.2	2.24	8.86	Red	We are working with HR colleagues to reduce sickness levels in the Service	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	80		80	Green		
% customer satisfaction with access to services and advice (KBM)	65		65	Green		
% increase in staff engagement (KBM)	70.1		70.1	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100			N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group	
% of telephone abandonments (KBM)	5	8.9	5	Green		
% reduction in face to face and CSC transactions for services which have been digitised and available through self service (KBM)	30	0	30	Green	We have not yet put any services live in 'self' that are currently delivered through Face-to-Face or CSC. During the course of the year this will be happening and we will be measuring take-up at this stage.	
% staff expressing satisfaction with their manager as a leader (KBM)	34.7		34.7	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)			100	N/A	Data not currently available	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	68.9		68.9	Green		
% staff satisfied with the council as an employer (KBM)	71		71	Green		
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	10	0	10	Green	We have had 5 complaints not upheld by the LGO in this quarter and 2 which have not been counted as a complaint decision either because they were premature or were closed after initial enquiries	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations (KBM)	Yes	N/A	Yes	Green	The accreditation is due for renewal in March 2016 with results available at the end of 2016	
Proportion of Service Standards met (KBM)	100	100	100	Green		
Service standards published for all services (KBM)	100	100	100	Green		
The Customer Journey programme is delivered on time and to budget (KBM)	100	100	100	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Savings are delivered to plan (Org Health)	1		1	Green		

Annex K Customer Service

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	
% of customer satisfaction with the quality of services provided (Organisational Health Measure)	64		64	Green		
Capital Programme delivered on time & to budget	100		95	Amber		
All business unit key activities are delivered on time and within budget	Yes	Yes	Yes	Green		
% staff who consider Council's rules to be clear and understandable				N/A	Awaiting staff survey results. Baseline and targets to be determined.	
All Resources Group change activity is delivered on time & within budget	Yes		Yes	Green		
Risks identified are managed & reviewed monthly	Yes	Yes	Yes	Green		
Number of risks identified in the risk register which materialise	0		0	Green		

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

2015/16 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	315	0	315	279	(36)	The underspend in Communities Finance relates primarily to vacancies in Procurement (which are required next year) and a restructure of support for Fire. The underspend in People Group finance relates to delays in recruitment and slippage in planned work for the replacement Social Care system. The overspend in Resources Finance relates to some unanticipated expenditure on software systems to support changes in Payroll. The overspend on traded services relates to an under recovery of income from schools, where we had anticipated generating more custom.
Corporate Finance and Advice	678	0	678	675	(3)	
Treasury, Exchequer, Finance Systems, Pensions	190	0	190	197	7	
Communities Group Local Finance, Fire and Rescue Local Finance, Procurement	827	0	827	740	(87)	
People Group Local Finance, Financial Benefits and Advice	1,917	0	1,917	1,858	(59)	
Resources Local Finance, Schools Strategy and Support, Payroll	639	0	639	676	37	
Traded Services - Education	(238)	0	(238)	(209)	29	
Traded Services - Non Education	(189)	0	(189)	(191)	(2)	
Net Service Spending	4,139	0	4,139	4,025	(114)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	110	110	0	
Traded Reserve	0	0	4	0	4	Transfer to a Resources Group Traded Reserve
Finance Training Reserve	95	0	0	95	0	
Total	95	0	114	205	4	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	251	251	251	251		251		
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	0			250		327		
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	250	250	250	250		422		
	Total	501	501	501	751	0	1,000	0	
	Target		501	501		751		1,000	
	Remaining Shortfall/(Over Achievement)		0	0		751		1,000	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11334000	Share purchase in Local Capital Finance Company	200	0	0	0	200	200	0	0	0	200	0	0	
		200	0	0	0	200	200	0	0	0	200	0	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)		100	100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.
% staff who consider Council's rules to be clear and understandable(KBM)		0	0	N/A	To be determined
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green	
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation
Resources Group demonstrates value for money (KBM)		0	100	N/A	This Measure is still currently under development for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)	100	25	75	Red	This is the responsibility of individual capital project service managers - the responsibility of the Finance BU is to highlight major variations and suggest where remedial action needs to be taken.
Net variation to budget - Percentage (KBM)	0	-2.74	-2.74	Red	£ variance: £113,420 - see detailed comments above relating to reasons.
% increase in staff engagement (KBM)	75.8	0	72.8	Amber	Awaiting advice from SICM / HR on the definition and how to collect this data.
% of customer satisfaction with the quality of services provided (KBM)	68		66	Amber	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green	
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	90	90	90	Green	To be defined. Definition to be agreed by Resources Group GLT
% customer satisfaction with access to services and advice (KBM)	72	72	72	Green	
% staff expressing satisfaction with their manager as a leader (KBM)	69	69	69	Green	Assumes staff survey will be run this year. In 2014 the score for Q21 was 68.5%
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	82	82	82	Green	Assumes staff survey will be run this year. In 2014 the score for Q21 was 82.5%
% staff satisfied with the council as an employer (KBM)	80	80	80	Green	Based on 2014 staff survey (Q38)
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)	100	100	100	Green	The status assumes that this only relates to Finance Business Unit key activities.
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	Green	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green	
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green	
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green	
Proportion of Service Standards met (KBM)	100	100	100	Green	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green	
Savings delivered (KBM)	100	100	100	Green	
Service standards published for all services (KBM)	100	100	100	Green	Completed relating only to the Finance Business Unit
Average competency score for Leadership Team (KBM)	3	3	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.
Average number of days sick per year (FTE working days lost per FTE) (KBM)	6.3	1.4	5.6	Green	
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.

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

2015/16 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	1,514	0	1,514	1,412	(102)	Long term sickness and vacancies.
Human Resources Service Centre	1,143	9	1,152	1,161	9	
Business Partners and Learning and Organisational Development	1,803	0	1,803	1,754	(49)	Delay in recruitment
Human Resources Head of Service and Internal Apprenticeship Programme	742	(9)	733	699	(34)	Recruitment timing
Traded Services - Education	(87)	0	(87)	(105)	(18)	
Traded Services - Non Education	14	0	14	8	(6)	
Net Service Spending	5,129	0	5,129	4,929	(200)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	174	174	0	
Traded Reserve	0	0	15	0	15	Transfer to a Resources Group Traded Reserve
Growing for Growth Apprenticeship Scheme	658	0	11	669	0	
Total	658	0	200	843	15	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	296		296	296	0	296	0	
OOP/HR-A	Business redesign of the HR Service Centre to review processes across pay and pensions for WCC (including schools), employment records and HR data management	86	86	86	129	0	129	0	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	57	57	57	80	0	172	0	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	61	0	61	190	0	230	0	
OOP/HR-D	Redesign HR business partnership, realigning support for services	61	61	61	98	0	98	0	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	0	0	0	75	0	75	0	
OOP/HR-F	Additional savings to be identified	0	0	0	40	0	50		
	Total	561	204	561	908	0	1,050	0	
	Target		561	561		908		1,050	
	Remaining Shortfall/(Over Achievement)		357	0		908		1,050	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of customer satisfaction with the quality of services provided (KBM)	62		62	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
All Resources Group change activity is delivered on time & within budget (KBM)	100			N/A		
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Net variation to budget - Percentage (KBM)	-2	-3.9	-3.9	Red	£ variance: £199,785. Holding vacancies and long term sickness	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	68	68	68	Green		
% customer satisfaction with access to services and advice (KBM)	62	62	62	Green		
% increase in staff engagement (KBM)	84.3	84.3	84.3	Green		
% staff expressing satisfaction with their manager as a leader (KBM)	45.7		45.7	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	74.6		74.6	Green		
% staff satisfied with the council as an employer (KBM)	72		72	Green		
% staff who consider Council's rules to be clear and understandable(KBM)	100		100	Green	Indicator and target to be defined	
All business unit key activities are delivered on time and within budget (KBM)	1	1	1	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green		
Proportion of Service Standards met (KBM)	1	1	1	Green		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green		
Savings delivered (KBM)	1	1	1	Green		
Service standards published for all services (KBM)	1	1	1	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.5	1.62	6.48	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	780	0	780	393	(387)	The underspend relates to the traded services surplus H57in 2015/16. It is proposed to transfer this to a traded services reserve.
Members Support	35	0	35	33	(2)	
Strategy and Programme and Innovation	846	0	846	808	(38)	Currently forecasting an underspend due to a vacancy however reviewing resourcing options
Corporate ICT Development	1,415	0	1,415	1,415	0	
Customer and Supplier Services	1,740	1	1,741	1,741	0	
Production Services	2,636	0	2,636	2,636	0	
Systems Design and Architecture	1,188	0	1,188	1,153	(35)	Currently forecasting an underspend due to a vacancy however reviewing resourcing options
Network Services	1,155	0	1,155	1,155	0	
Information Management	357	0	357	357	0	
Traded Services - Education	(398)	0	(398)	(197)	201	£140,000 of over spend is due to expenditure incurred that should be funded from the PFI for School reserve and is requested to be drawn down at Q1. £60,000 is currently forecast as the shortfall against the WES Traded Service Target
Net Service Spending	9,754	1	9,755	9,494	(261)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
WAN Investment	325	0	0	325		
Information Assets - Savings	0	0	14	14		
Going for Growth - IA	1,031	0	0	1,031		
PFI for School	200	0	(140)	60	(140)	To cover expenditure planned for this reserve that will be incurred in 2015/16
Traded Reserve	0	0	387	387	387	Transfer to a Resources Group Traded Service Reserve
Total	1,556	0	261	1,817	247	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	559	559	559	559	0	559	0	All 2015/16 savings were taken from the budgets at the start of the year and all OOP Cost Centres on target to deliver within budget
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	117	117	117	234	0	351	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.	79	79	79	79	0	129	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	70	70	70	174	0	279	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	107	107	107	215	0	273	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	100	100	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	35	35	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	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	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	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	17	0	
	Total	1,067	1,067	1,067	1,634	0	2,100	0	
	Target		1,067	1,067		1,634		2,100	
	Remaining Shortfall/(Over Achievement)		0	0		1,634		2,100	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£'000	£ 000's			
10363000	Property Systems Development	201	70	0	0	271	201	70	0	0	271	0	0	
11121000	Development of Rural Broadband	5,177	7,278	4,276	5,518	22,249	5,177	4,687	4,276	8,109	22,250	(2,591)	0	BDUK and BT have negotiated an acceleration of Contract 2 deployment. However, the knock effect of this is to merge parts of Contract 1 into Contract 2 and parts of Contract 2 into Contract 1. This will require a significant re-profile of the payment schedule and a re-allocation of funding throughout the next few years of the project.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
		5,792	7,348	4,276	5,518	22,934	5,792	4,757	4,276	8,109	22,934	(2,591)	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of customer satisfaction with the quality of services provided (KBM)	58		58	Green		
Major IT development projects are delivered on time and to budget (KBM)				N/A	To be measured against those projects which are clearly defined, both in terms of time and budget.	Work underway to identify relevant projects
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)	1			N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
All Resources Group change activity is delivered on time & within budget (KBM)	100		90	Red	More realistic estimate of year end outturn	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	4.4	1.64	6.56	Red	Although we are exceeding this years target. We have set a very challenging target to improve on last years excellent figures. We are still well below the WCC average for 2014/15	
Net variation to budget - Percentage (KBM)	-2	2.67	2.67	Red	£ variance: -260,751 but this include reserve transfers	
All business unit key activities are delivered on time and within budget (KBM)	1		0.9	Red	More realistic estimate of year end outturn	
Service standards published for all services (KBM)	100	100	100	Green		
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	60.8		60.8	Green		
% customer satisfaction with access to services and advice (KBM)	100		100	Green	This measure will be picked up via the Resources Customer Survey. We will explore if this can be used alongside the SOCITM Survey.	
% increase in staff engagement (KBM)	70.1		70.1	Green	We are looking to increase this by 5% to 70.1 in the Pulse survey	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100			N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)	69.8		69.8	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	100		100	Green	Assuming it is wider staff and will be assessed by wider Resources Survey else we will use a SOCITM style measure	

Annex N Information Assets

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% staff who consider Council's rules to be clear and understandable(KBM)	100		100	Green	Looking at how we can formally measure this.	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Capital Programme delivered on time & to budget (KBM)	1		1	Green	Relates to the BDUK Project	
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0		0	Green		
Proportion of Service Standards met (KBM)	100		100	Green	Need to formalise standards as part of CI review before measuring meeting them	
Risks identified are managed and reviewed monthly (KBM)	1		1	Green		
Savings delivered (KBM)	100	100	100	Green	All 2015/16 have already been removed from Budgets and we are working to delivering against the revised Budgets	
% staff satisfied with the council as an employer (KBM)	69.3		71.3	Green	Will look to increase this by 6.2% as part of increased engagement score	
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Overall availability of ICT network (Hours unavailable) (KBM)	14	0	12	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	468	0	468	439	(29)	Staffing levels not to budget due to staffing vacancies
School Governor Services	82	(82)	0	0	0	
Insurance, Internal Audit and Risk Management	470	47	517	517	0	
Legal Core	459	0	459	405	(54)	This underspent budget is being transferred to a Traded Service Reserve
Traded Services - Educational	(121)	52	(69)	(78)	(9)	
Traded Services - Non Educational	(542)	1	(541)	(611)	(70)	Increased demand for legal services
Net Service Spending	816	18	834	672	(162)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	108	108	0	
Traded Reserve	0	0	54	0	54	Transfer to a Resources Group Traded Service G69Reserve
Warwickshire Counter Fraud Partnership	48	0	0	48	0	
Total	48	0	162	156	54	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	19	19	19	19	0	19	0	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	20	20	20	20	0	20	0	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	12	12	12	12	0	12	0	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	6	12	0	20	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	24	0	24	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	3	0	3	0	
	Total	57	57	57	90	0	98	0	
	Target		57	57		90		98	
	Remaining Shortfall/(Over Achievement)		0	0		90		98	

Results for Key Business Performance Measures April 2015 to June 2015

Measure Short Name	Actual	YE Forecast	YE Target	Rag	COMMENTS	ACTIONSTOBETAKEN
% residents able to influence local decision making (KBM)	50	50	45	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff who consider Council's rules to be clear and understandable(KBM)				N/A	Awaiting staff survey results. Baseline and targets to be determined.	
All Resources Group change activity is delivered on time & within budget (KBM)		1	1	Green		
Proportion of all change activity benefits identified are delivered (KBM)		1		N/A	Reporting against this indicator is being considered further.	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Average sick days per FTE (KBM)	2.03	8.12	6.7	Red	Managers in service engaging in active sickness absence management	
Net variation to budget - Percentage (KBM)	-19.48%	-19.48	-2	Red	£ variance -£162,000 · £29k underspend is due to staffing vacancies within Democratic Services. · £54k underspend relates to the additional WES Traded Income target which is to be transferred to the Resources Group WES Traded Service Reserve · £79k traded forecast surplus is due to additional work being undertaken.	
Number of adverse decisions from legal challenges is low (KBM)	1	1	0	Red	Decision from the First Tier Tribunal in respect of the requestor's appeal of the ICO's decision to uphold the Council's view that his request for information was vexatious under Section 14(1) of the Act. The Tribunal decided that the request was not vexatious and therefore ordered the Council to respond to the request within 28 days of the Decision	Response to be sent to the requestor within 28 days of the FTT decision - this has been done.
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)		79	79	Green	Awaiting staff survey results.	
% increase in staff engagement (KBM)		70.4	70.4	Green	Awaiting staff survey results.	
% of customer satisfaction with the quality of services provided (KBM)	97	95	95	Green		
% residents able to influence local decision making (KBM)	50	50	45	Green		
% residents able to influence local decision making (KBM)	50	50	50	Green		
% staff expressing satisfaction with their manager as a leader (KBM)		88	88	Green	Awaiting staff survey results.	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)		79	79	Green	Awaiting staff survey results	
% staff satisfied with the council as an employer (KBM)		71	71	Green	Awaiting staff survey results.	
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	0	10	10	Green	We have had 5 complaints not upheld by the LGO in this quarter and 2 which have not been counted as a complaint decision either because they were premature or were closed after initial enquiries	
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)		1	1	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Number of risks identified in BU risk register which materialise (KBM)	0	0	0	Green		
Proportion of Service Standards met (KBM)		100	100	Green		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green	Process has been put in place to review BU register	

Annex O Law and Governance

Measure Short Name	Actual	YE Forecast	YE Target	Rag	COMMENTS	ACTIONSTOBETAKEN
Service standards published for all services (KBM)		100	100	Green	Standards need to be finalised and published	
Average competency score for Leadership Team (KBM)	3.2	3.2	3	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Savings delivered (KBM)	19000	57000	1	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	1,176	121	1,297	1,103	(194)	The surplus is to be transferred to a Traded Reserve
Construction Services	1,822	53	1,875	1,898	23	Overspend shown against Maintenance & Minor works
Facilities Management	9,948	(1,263)	8,685	8,695	10	
Estates and Smallholdings	(265)	140	(125)	194	319	Overspend reflects request to draw down remaining balance from Planning Application reserve (£320k)
Asset Strategy	232	0	232	229	(3)	
Property Rationalisation Savings *	(853)	857	4	4	0	
Traded Services - Education	(1,139)	0	(1,139)	(1,123)	16	£49k surplus on Construction Services, £113k deficit on Catering (to be covered by Catering Equalisation Fund), £32k surplus on Cleaning, £16k surplus on Property Risk / Safety & Premises
Traded Services - Non Education	(296)	0	(296)	(259)	37	£10k deficit on Construction Services, £23k deficit on Catering, £4k deficit on Cleaning
Net Service Spending	10,625	(92)	10,533	10,741	208	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Planning Reserve	320	0	(320)	0	(320)	All funds required for 2015/16
Catering Equalisation Account	401	0	(113)	288	0	Forecast income lower than usual for 2015/16 due to reduced number of trading days (2 Easter breaks during 2015/16), actual figure to be drawn down will be confirmed later in the year
Traded Reserve	0	0	194	0	194	Transfer to a Resources Group Traded Services Reserve
Savings	0	0	31	31	0	
Total	721	0	(208)	319	(126)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	406	406	406	406	0	406	0	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings) to accrue capital receipts that will be earmarked for the purposes of reducing the council's debt charges.	40	0	40	40	0	790	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.	40	40	40	70	0	90	0	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	6	6	6	10	0	12	0	
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.	32	32	32	72	0	112	0	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	6	6	6	13	0	18	0	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	20	20	20	20	0	20	0	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	30	30	30	35	0	35	0	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	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.	75	0	75	100	0	100	0	
OOP/PA-L	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	350	190	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	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	50	0	80	0	
OOP/PA-O	Additional building maintenance for three years	50	50	50	50	0	50	0	
	Total	1,092	780	1,092	2,153	0	3,750	0	
	Target		1,092	1,092		2,153		3,750	
	Remaining Shortfall/(Over Achievement)		312	0		2,153		3,750	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Building & Construction															
10972000	Planning Consent For Europa Way	445	0	0	0	445	445	60	0	0	505	60	60	Submission of planning application deferred at the request of Warwick District Council. Planning consent now achieved on 31st March 2015	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	30	500	220	0	750	30	500	220	0	750	0	0		
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	719	49	0	0	768	719	49	0	0	768	0	0		
11335000	Rationalisation of County Storage	2,695	1,305	400	0	4,400	2,695	1,305	400	0	4,400	(0)	(0)		
11338000	Re-wire & refurbishment of Pound Lane	479	20	0	0	499	479	19	0	0	499	(1)	(1)		
11400000	Globe House Alcester - Remodelling of Globe House	0	0	0	0	0	0	240	0	0	240	240	240	New Scheme approved by Cabinet 16 April 2015	
11416000	Bedworth King's House - Purchase of Long Lease	0	0	0	0	0	0	2,000	0	0	2,000	2,000	2,000	On 16 April 2015 Cabinet approved the acquisition of the remaining 247 years of the lease on Kings House, Bedworth. It further approved that £2m should be added to the Physical Assets capital programme for 2015/16 to meet the cost of acquiring the property.	
Structural Maintenance															
11142000	Non Schools Asb & Safe Water Remedials 2014/15	253	13	0	0	266	253	13	0	0	266	0	0		
Agresso Project Code															
Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,129	106	0	0	1,235	1,129	141	0	0	1,270	35	35	£35000 moved from 11225000 due to increase forecasted spend on final accounts	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,205	376	0	0	2,581	2,205	376	0	0	2,581	0	0		
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,763	22	0	0	5,785	5,763	22	0	0	5,785	(0)	(0)		
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	353	0	0	353	0	353	0	0	353	(0)	(0)		
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	1,329	0	0	1,329	0	1,294	0	0	1,294	(35)	(35)	£35000 moved to 11143000	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	2,537	0	0	2,537	0	2,587	0	0	2,587	50	50	£50000 increase from initial estimate of capitalisation of revenue spend	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	5,576	0	0	5,576	0	5,676	0	0	5,676	100	100	£100000 increase from initial estimate of capitalisation of revenue spend	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	311	0	311	0	0	311	0	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	2,524	0	2,524	0	0	2,524	0	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	1,292	0	1,292	0	0	1,292	0	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	2,569	0	2,569	0	0	2,569	0	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		
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0		
Facilities															
10592000	Small Scale Reactive / Minor Improvements County-Wide	149	140	0	0	289	149	140	0	0	289	(0)	(0)		
11318000	Universal Free School Meals Programme	1,156	91	0	0	1,247	1,156	91	0	0	1,247	0	0		
Energy															

Annex P Physical Assets

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£ 000's	£'000	£ 000's	£ 000's	
10400000	Climate Change 2009/10	291	63	0	0	354	291	63	0	0	355	0	0	
10410000	Climate Change 2007/08	352	1	0	0	353	352	0	0	0	352	(1)	(1)	Project closed and balance moved to 11136000
11135000	Various Properties - Reducing Energy	63	337	500	1,344	2,244	63	337	500	1,344	2,244	(0)	(0)	
11136000	Various Properties - Renewable Energy	145	255	500	4,500	5,400	145	257	500	4,500	5,401	2	2	Balance from 10410000 moved over
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	40	310	0	0	350	40	310	0	0	350	0	0	
11141000	Rural Services Capital Maintenance 2014/15	582	156	0	0	738	582	148	0	0	730	(8)	(8)	£8429 transferred out to project 11141000
11228000	Rural Services Capital Maintenance 2015/16	0	805	0	0	805	0	813	0	0	813	8	8	£8429 transferred in from project 11141000
11291000	Rural Services Capital Maintenance 2016/17	0	0	789	0	789	0	0	789	0	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		16,507	14,344	9,105	13,329	53,285	16,507	16,793	9,105	13,329	55,735	2,450	2,450	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff who consider Council's rules to be clear and understandable(KBM)		tbd	90	N/A	Awaiting outcome 2015/16 Staff Survey	
Average competency score for Leadership Team (KBM)				N/A	This is a new key business measure and the baseline will be determined from the current round of appraisals	
No. of decisions deferred by decision making committee (KBM)	0	3	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
% staff satisfied with the council as an employer (KBM)	75.3	tbd	75.3	Green	Awaiting outcome of 2015/16 staff survey	
Net variation to budget - Percentage (KBM)	0	1.98%	0	Green	£ variance: £208,038	
Capital Programme delivered on time & to budget (KBM)	100	40%	95	Amber	MMW / Eng Capital Programme 40% committed as per 01/07/15 work programme download output	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	73.2	tbd	73.2	Green	Information is not currently available	
% customer satisfaction with access to services and advice (KBM)	75	To plan	75	Green	Linked to the Resources Customer Survey, overall satisfaction rating in Facilities Service.	Awaiting outcome of 2015/16 Resources Customer Satisfaction Survey
% staff satisfied with the council as an employer (KBM)	75.3	tbd	75.3	Green	Awaiting outcome of 2015/16 staff survey	
%age of urgent maintenance (category D1) outstanding and held within Condition Reports requirements	0	0	0	Green		
All business unit key activities are delivered on time and within budget (KBM)	100	To plan	100	Green	Currently on target	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green		

Annex P Physical Assets

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Proportion of Service Standards met (KBM)	100	100	100	Green	Service Standards are as published in 2014/15	Service Standards/Overs and measures to be reviewed and aligned to revised Structure.
Risks identified are managed and reviewed monthly (KBM)	100	100	100	Green		
Savings delivered (KBM)	686000	To plan	686000	Green	Savings accounted for via reduction in Budgets at the start of year. Currently on target to meet other savings targets at year end.	Aligned to OOP's Quarterly reporting process.
Service standards published for all services (KBM)	100	100	100	Green	Service Standards are as published in 2014/15	Service Standards/Overs and measures to be reviewed and aligned to revised Structure.
The Property Rationalisation Programme is delivered on time and to budget (KBM)	349999.99	305738	350000	Green		
% increase in staff engagement (KBM)	72.8	tbd	73	Green	Awaiting outcome of 2015/16 staff survey	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	55.7	tbd	56	Green	Awaiting outcome 2015/16 Staff Survey	
% staff expressing satisfaction with their manager as a leader (KBM)	72		75	Green	Awaiting outcome 2015/16 Staff Survey	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.2	1.70	6.8	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	
% of customer satisfaction with the quality of services provided (KBM)	61		61	Green		

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

2015/16 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 and Planning	780	0	780	737	(43)	Underspends relates to staff vacancies
Observatory	316	20	336	341	5	
Service Improvement and Change Management Admin	172	0	172	157	(15)	Lower than budgeted staffing costs primarily due to part time coverage of full time PA post
Development and Support	560	0	560	555	(5)	
Commercial Enterprise	208	0	208	216	8	
Resources Transformation	0	0	0	198	198	Transformation fund projects to be funded from Resources Group Reserves
Net Service Spending	2,036	20	2,056	2,204	148	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(148)	(148)		
SICM Reserves	190	0	0	190		
Total	190	0	(148)	42	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	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	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	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.	68	68	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.	50	50	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.	25	25	25	25	0	25	0	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	40	40	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.	60	60	60	60	0	60	0	
OOP/SICM-G	Increase income generation activities	40	40	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	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	100	0	100	0	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0	0	0	20	0	20	0	
OOP/SICM-K	Rationalisation of performance management and business support	10	10	10	40	0	40	0	
	Total	540	540	540	740	0	740	0	
	Target		540	540		740		740	
	Remaining Shortfall/(Over Achievement)		0	0		740		740	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of Service Standards met (KBM)				N/A	We are currently developing appropriate collection arrangements to report against this measure for Quarter 2	
Proportion of all change activity benefits identified are delivered (KBM)				N/A	As part of the wider work on projects and programmes, a more robust approach to the identification of benefits to be realised is being developed to ensure we can actively monitor change following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This measure is currently under development for the whole of Resources Group, the final methodology will be considered by Resources GLT in September and the identification of a suitable reporting process and update to the Dashboard will be developed accordingly	
Net variation to budget - Percentage (KBM)	0	7.2	7.2	Red	SI&CM forecast outturn includes £198k of transformation project expenditure which is expected to be funded through the Resources Group Reserves.	
% Delivery of Corporate Learning and Development Plans (KBM)	100		100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	100		100	Green	Learning & Development Plans are in place. Staff have attended appropriate training and development as required to deliver SICM services	
% customer satisfaction with access to services and advice (KBM)	32		32	Green	This data will be collected as part of the Staff Pulse Survey.	
% increase in staff engagement (KBM)	81.8		81.8	Green		
% of customer satisfaction with the quality of services provided (KBM)	57		68	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100		100	Green		
% staff expressing satisfaction with their manager as a leader (KBM)	62		72.9	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	65		65	Green		
% staff satisfied with the council as an employer (KBM)	72		72	Green	This information will be gathered from the Staff Pulse Survey and will be available in time for Quarter 2 reporting	
% staff who consider Council's rules to be clear and understandable(KBM)	90		90	Green		
All Resources Group change activity is delivered on time & within budget (KBM)	100		100	Green		
All business unit key activities are delivered on time and within budget (KBM)	100		100	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1		1	Green		
Number of risks identified in the risk register which materialise (KBM)	0		0	Green		
Risks identified are managed and reviewed monthly (KBM)	100		100	Green		
Savings delivered (KBM)	1	1	1	Green	OOP Savings for 15-16 identified and implemented from 1st April.	
Service standards published for all services (KBM)	100		100	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.2	0.71	2.84	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	