

Overview and Scrutiny Board

25 January 2012

Agenda

The Overview and Scrutiny Board will meet at the **SHIRE HALL, WARWICK** on **WEDNESDAY, 25 JANUARY 2012** at **2.00 p.m.**

The agenda will be:

1. General

- (1) Apologies
- (2) **Members' Disclosures of Personal and Prejudicial Interests**

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a

- (3) **Minutes of the meeting of the Overview and Scrutiny Board held on 20 December 2011**

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers



2. Public Question Time

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Overview and Scrutiny Board.

Questioners may ask two questions and can speak for up to three minutes each. To be sure of receiving an answer to an appropriate question, please contact Georgina Atkinson 5 working days before the meeting. Otherwise, please arrive at least 15 minutes before the start of the meeting and ensure that Council representatives are aware of the matter on which you wish to speak.

3. Questions to the Portfolio Holders/Portfolio Holders Update

Up to 30 minutes of the meeting is available for Members of the Committee to put questions to the Portfolio Holders (Councillor Alan Farnell, Leader, Colin Hayfield, Customers, Access and Physical Assets, Councillor Martin Heatley, Improvement and Workforce, Councillor David Wright, Finance, Governance and IT) on any matters relevant to the remit of the Overview and Scrutiny Board and for the Portfolio Holders to update the Board on relevant issues.

4. Strategic Commissioning

Phil Evans, Head of Service Improvement and Change, will provide a verbal update on the implementation of the recommendations of the Public Services Reform Task and Finish Group. The item will also include a proposed process by which the Board and the Overview and Scrutiny Committees can be formally engaged in the delivery of the Transformation Programme.

Recommendations

- 1) That the Overview and Scrutiny Board note the progress report with regard to the Phase Two recommendations of the Public Service Reform Task and Finish Group 'Breaking the Mould'.
- 2) That the Overview and Scrutiny Board consider a proposal regarding formal engagement with both the Board and the Overview and Scrutiny Committees in respect of the implementation of the Transformation Programme.

For further information please contact:

Phil Evans, Head of Service Improvement and Change Management

Tel: 01926 412293, e-mail: philevans@warwickshire.gov.uk

5. Treasury Management Monitoring Report

The report provides an overview of the outturn of the annual treasury management activity for the Council.

Recommendation

That the Overview and Scrutiny Board discuss and agree the report.

For further information please contact:

Phil Triggs, Group Manager (Treasury and Pensions)

Tel: 01926 412227, e-mail: philtriggs@warwickshire.gov.uk

6. Quarter 3 Financial Monitoring Report

The Overview and Scrutiny Board, at its meeting on 20th December 2011, requested that this paper is discussed and any comments are forwarded for consideration by Cabinet at their meeting on 26th January 2012.

Recommendation

That the Overview and Scrutiny Board consider the report and forward any comments to Cabinet for consideration at the 26th January 2012 meeting.

For further information please contact:

Elizabeth Abbott, Performance and Improvement Officer

Tel: 01926 412805, e-mail: elizabethabbott@warwickshire.gov.uk

7. Local Broadband Plan

The Council, in partnership with Coventry City Council and Solihull MBC, is seeking to submit a Local Broadband Plan to BDUK. This will attract up to £4 million in government support for this initiatives. The report provides a summary of the Local Broadband Plan.

Recommendation

That the Overview and Scrutiny Board consider the report and forward any comments to Cabinet for consideration at its meeting on 16th February 2012.

For further information please contact:

Leigh Hunt, e-Business Adviser

Tel: 01926 412984, e-mail: leighhunt@warwickshire.gov.uk

8. Work Programme and Scrutiny Review Progress Report

The Board is asked to consider the updated Work Programme and progress achieved with regard to ongoing items Task and Finish Groups.

Recommendations

- 1) That the Overview and Scrutiny Board considers the Work Programme and agrees any additions or amendments that are considered appropriate.
- 2) That the Overview and Scrutiny Board consider a progress update, with regard to any ongoing scrutiny reviews, and agrees any recommendations as considered appropriate.
- 3) That the Overview and Scrutiny Board consider the recommencement of the Task and Finish Group review of Post-16 Transport.
- 4) That the Overview and Scrutiny Board consider the appointment of a Task and Finish Group to undertake a review of the Council's Street-lighting Switch-Off Plan.

For further information please contact:

Georgina Atkinson, Democratic Services Team Leader

Tel: 01926 412144, e-mail: georginaatkinson@warwickshire.gov.uk

9. Any Other Items

At the discretion of the Chair, items may be raised which are considered urgent.

10. Dates of Future Meetings

Future meetings of the Overview and Scrutiny Board have been scheduled for 2.00 p.m. on the following dates:

- 14th March 2012
- 30th May 2012

Jim Graham
Chief Executive
Shire Hall
Warwick

Overview and Scrutiny Board Membership

Councillors: John Appleton (Chair), Les Caborn, Jeff Clarke, Peter Fowler, Bernard Kirton, Tim Naylor, Jerry Roodhouse, John Ross, Dave Shilton, June Tandy, John Whitehouse, Chris Williams.

Co-opted members for Partnership matters as follows:

District / Borough Council

North Warwickshire Borough Council:	Councillor Derek Pickard
Nuneaton and Bedworth Borough Council:	Councillor John Haynes
Rugby Borough Council	Councillor Jim Shera
Stratford-on-Avon District Council	Councillor Sue Main
Warwick District Council:	Councillor Bill Gifford

Warwickshire Police Authority NHS Warwickshire

Clive Parsons
Janet Smith

Portfolio Holders:-

Councillor Alan Farnell – Leader of the Council
Councillor Colin Hayfield – Customers, Workforce and Partnership
Councillor Martin Heatley – Improvement and Workforce
Councillor David Wright – Finance, Governance and IT

For queries regarding this agenda, please contact:
Georgina Atkinson, Democratic Services Team Leader
Tel: 01926 412144, e-mail: georginaatkinson@warwickshire.gov.uk

**Minutes of a meeting of the Overview and Scrutiny Board held on 20th
December 2011**

Present:

Members: Councillor John Appleton (Chair)
“ Sarah Boad (replacing Jerry Roodhouse for this meeting)
“ Jeff Clarke (Vice Chair)
“ Les Caborn
“ Peter Fowler
“ Tim Naylor
“ John Ross
“ Dave Shilton
“ June Tandy
“ John Whitehouse
“ Chris Williams

Co-opted members: Councillor Bill Gifford (Warwick District Council)
Councillor John Haynes (Nuneaton and Bedworth Borough Council)
Councillor Sue Main (Stratford-on-Avon District Council)

Other Councillors: Alan Farnell, Leader
Martin Heatley, Portfolio Holder Improvement and Workforce
Heather Timms, Portfolio Holder Child Safeguarding, Early Intervention and Schools
David Wright, Portfolio Holder Finance, Governance and IT

Officers: Georgina Atkinson, Democratic Services Team Leader
Phil Evans, Head of Service Improvement and Change Management
Nick Gower-Johnson, County Localities and Communities Manager
Bob Perks, Head of Human Resources and Organisational Development
Janet Purcell, Democratic Services Manager
Steve Smith, Head of Property

1. General

(1) Apologies

Apologies for absence were received on behalf of Councillors Bernard Kirton, Jerry Roodhouse (replaced by Councillor Sarah Boad for this meeting), Derek Pickard (North Warwickshire

Borough Council) and Cabinet Members Colin Hayfield and Martin Heatley.

(2) Members' Disclosures of Personal and Prejudicial Interests

Councillor Sarah Boad declared a personal interest with regard to Item 8, 'Big Society Fund Applications', the nature of the interest being that she was a member of the Management Committee of the 'Can Do' group which had submitted an application.

(3) Minutes of the meeting of the Overview and Scrutiny Board held on 14th September 2011

The minutes of the meeting of the Overview and Scrutiny Board held on 14th September 2011 were agreed as a correct record and signed by the Chair.

Matters Arising

Page 3 – 1 (3). Minutes of the meeting of the Overview and Scrutiny Board held on 20th July 2011

Councillor John Ross pointed out that the Chairman had confirmed at the meeting of the Board on 20th July 2011 that Councillors Farnell, Hayfield, Heatley and Wright would attend all meetings of the Overview and Scrutiny Board. It was acknowledged that Councillor Heatley had tendered his apologies for medical reasons; however, the absence of Councillors Hayfield and Wright would be noted. Councillor Alan Farnell advised that the Portfolio Holders would endeavour to attend meetings of the Board.

2. Public Question Time

None.

3. Questions to the Portfolio Holder/Portfolio Holders Update

Councillor Alan Farnell

1. Councillor Tim Naylor requested a summary of the Council's current financial position with regard to the 2011/12 budget. Councillor Alan Farnell advised that at its meeting on 17th November 2011, the Cabinet had considered the Mid-Year Financial Report which confirmed that the projected £8.750 million revenue underspend was currently on target and that the projected savings of £21.9 million would be delivered with an

over-achievement of £600,000. With regard to the capital budget, there would be slippage of approximately £9 million due to delays with a number of contracts. The Quarter 3 Financial Monitoring Report would be considered at the 26th January 2012 meeting of the Cabinet and, at present, there were no immediate concerns. Councillor Alan Farnell added that future considerations in respect of the budget included the localisation of Council Tax Benefit from April 2013 and the 2015 Comprehensive Spending Review.

2. Councillor Tim Naylor expressed his concern with the recent recommendation by the Head of Finance that the level of the Council's reserves be increased to £13.1 million. He asked for clarification on the potential risks to the Council of implementing the increase. Councillor Alan Farnell confirmed that there was no particular risk associated with the increase. He added that the most significant risk to the Council was the continued squeeze on local government funding and that, in light of this, the Council needed a seven-year savings plan to mitigate that risk.
3. With regard to the Council Tax Relief Grant, Councillor Tim Naylor queried whether the Council's acceptance of the grant, as a one-off for 2012/13, would conflict with the principles of the Medium Term Financial Plan. In response, Councillor Alan Farnell advised that it would be a difficult decision to take he welcomed suggestions for alternative options.

The Chair thanked the Leader for his responses and requested that the Quarter 3 Financial Monitoring Report be presented at the Overview and Scrutiny Board meeting, scheduled for 25th January 2012.

4. Performance Management

Phil Evans, Head of Service Improvement and Change Management, invited the Board to submit views regarding the delivery of effective performance management and methods to improve the role of Overview and Scrutiny Committees in the monitoring of performance indicators. Furthermore, clarification was required on the setting of performance targets and whether it was appropriate for scrutiny members to be involved in that process.

He reported that similar discussions with each of the Overview and Scrutiny Committees had indicated the need for improvements to the way that performance information was presented to members. Furthermore, it was considered that performance data needed to enable scrutiny members to undertake their roles more effectively. Issues raised by the Committees had included the frequency of

performance reports, the presentation style of information, the context of data and the level of information provided.

During the discussion, the following points were raised:

1. That there should be a clear distinction between the role of the Cabinet and the role of OSCs with regard to performance management. Members considered that it was the role of the Cabinet to set key performance targets and the role of the OSCs to monitor the achievement of those targets.
2. Scrutiny members had a role in suggesting what key performance areas should be monitored by the OSCs. Each OSC should focus on key service areas in order to closely monitor performance and identify issues. There should also be a clear link between performance targets and the Council's Strategic Aims and Ambitions.
3. Reporting on an exception-only basis was more useful than full reporting, with only issues of under performance being presented to the OSCs.
4. Members considered the Performance Hub difficult to use and extract the relevant detail required to understand performance data; therefore, information needed to be presented in an open and user-friendly way, so that it could be understood easily by all users.

The Overview and Scrutiny Board agreed to:

1. Note the verbal report and the points raised with regard to Performance Management;
2. Seek advice from the Centre for Public Scrutiny in respect of how to achieve effective performance monitoring; and
3. Receive a report at a future meeting of the Board which would outline feedback from the OSCs and key proposals for improvements to performance management for scrutiny members.

5. WCC's Transformation Programme – Achieving Our Ambitions

Phil Evans, Head of Service Improvement and Change Management, reported that the Transformation Programme had been endorsed by Cabinet at its meeting on 17th November 2011 and had subsequently received Council approval on 13th December 2011.

The Board expressed concern that the Transformation Programme had already been approved prior to being considered by the Board, thereby removing the opportunity for scrutiny members to comment on the

proposals. The Board was advised that the report had been scheduled for its 30th November 2011 meeting; however, due to the industrial strike action on that date, the meeting had been cancelled. Councillor June Tandy repeated the concern that she had raised at Council on 13th December 2011 that the meeting of the Overview and Scrutiny Board should have been rescheduled to ensure that the proposals on the Transformation Programme could have been considered by the Board prior to receiving Council approval.

In response to a query raised, Phil Evans advised that a stringent timetable for conducting each of the four tranches of the review had not been established. He explained that it was difficult to determine the length of time required to conduct each of the reviews. However, it was anticipated that the first two service reviews would take 16 weeks to complete. Prior to each service review, a thorough scoping exercise would be undertaken to identify which stakeholders (e.g. partners, services users) could need to be consulted.

Phil Evans acknowledged the view of the Board that it was important for all elected members to be involved in the process. It was anticipated that the Portfolio Holders would act as a conduit in the process and would attend OSC meetings in order to provide progress updates and respond to questions raised by scrutiny members. He explained that due to the speed of the review process and the timescales involved with the cycle of OSC meetings, it would be difficult to guarantee that the right information would be presented to the OSCs at the right time. In light of this, he suggested that a more informal approach to scrutiny member involvement aside from the OSC meetings might be more appropriate. He considered that there was scope for scrutiny members to be involved within the parameters of the process which had been formally approved by Council and a further discussion to explore options would be undertaken at the Leaders Liaison Group.

During the discussion, the following points were raised:

1. Members were concerned that the involvement of scrutiny members was not a formalised part of the review process and considered that review proposals should be presented to the Board and OSCs prior to the Gateway 3 stage.
2. With regard to the feasibility of reviewing particular services which could not be commissioned externally, Phil Evans explained that those services would undertake a 'light-touch' review focusing on the delivery of key outcomes and the alignment of the service to the Council's key priorities.
3. One Member was concerned that the transfer of staff from existing services to the Corporate Programme Management Office would leave those services further stretched, at a time when there was

already increased pressure on staffing resources. Phil Evans acknowledged the members' concern and explained that it was essential that the Council had a dedicated team to conduct the Transformation Programme.

The Overview and Scrutiny Board agreed to:

1. Note the report and the comments raised in respect of the Transformation Programme;
2. Express its disappointment that the Board was unable to comment on the proposals prior to approval at Council and that formalised scrutiny involvement had been omitted from the process;
3. Request that review proposals be presented to the Board and OSCs prior to the Gateway 3 stage; and
4. Request that regular reports on the overall progress of the Transformation Programme be presented to every meeting of the Board and that the OSCs receive progress reports on specific services reviews relevant to their Terms of Reference. OSCs would be encouraged to request regular reports on service reviews and question the Portfolio Holders on progress.

6. Staffing reductions – reducing workforce numbers, maintaining capacity, training and development and staff morale

Bob Perks, Head of Human Resources and Organisational Development, presented an update report on the schedule of staffing reductions and its impact on the workforce.

During the ensuing discussion the following was noted:

1. In response to a query raised, Bob Perks advised that a number of employees had accepted early retirement or voluntary redundancy offers for 2012/13 and 2013/14 which would mitigate the number of compulsory redundancies; however, compulsory redundancies would be inevitable in light of the level of staffing reductions required.
2. Further offers of early retirement would need to be considered by the Head of Finance to consider feasibility and the consequent strain the pension fund.
3. The majority of redundancies in 2011 had been to part-time, low paid, localised posts. In many cases, the redeployment offers had not achieved the specific employment requirements of those staff which had resulted in a relatively low number of redeployments. The majority of successful redeployment employees were those in

office-based administrative roles who were able to work in other areas of the county.

4. Workplace stress remained a significant concern and it was acknowledged that the sickness absence figures did not provide an accurate indicator of actual stress levels among staff. Stress awareness material and a confidential support service were offered to employees to help address the issue.
5. The number of proposed redundancies had decreased from 1,855 to 1,549 due to the refinement of the initial savings proposals, such as changes to the Youth Service and the decision to dispose of residential care homes rather than implement closure.

The Overview and Scrutiny Board endorsed the report.

7. Progress on Property Review

Steve Smith, Head of Property, provided the Board with an update on the Property Rationalisation Programme, together with an overview of the expected capital receipts.

During the ensuing discussion the following was noted:

1. The aim of the programme was to consolidate existing offices and customer contact centres into fewer buildings. A number of Local Centres would be established as a main contact point for the Council in a local area. For the Nuneaton area, this would need to be a sizeable building, given the numbers of staff dispersed across the area. Four options were currently being considered. For the Bedworth area, Kings House would be retained with a further analysis of the Bridgeway Centre.
2. Proposals for the Local Centres would be submitted in early 2012 and the Board was advised that all elected members would be regularly informed of proposed changes.
3. The capital receipts document had altered slightly and an updated version would be circulated to the Board.
4. The Property service had been required to absorb some costs in cases where departments had been unable to allocate a budget for their relocation.
5. At its meeting on 15th December 2011, the Cabinet had considered a report on the future options for Old Shire Hall and the Courts and had agreed to lease out the building to a third party to operate as an events venue. A Development Brief would be published in due course to invite market responses to leasing the building.

The Overview and Scrutiny Board agreed to:

1. Note the progress report and comments raised with regard to the Property Rationalisation Programme; and
2. Receive a further update report on the Property Rationalisation Programme in six months.

8. Big Society Fund Applications

Nick Gower-Johnson, Localities and Partnership Manager, provided the Board with an overview of the review process and allocation of the Big Society Fund 2011/12. The Board was asked to consider feasible options for scrutinising the impact of the Fund in 2012/13.

During the discussion, the following points were raised:

1. The continuity of community-based services would need to be carefully monitored to mitigate any issues regarding service delivery and to support volunteers in their roles. Nick Gower-Johnson confirmed that Area Office staff would be assigned to assist groups.
2. Support should be provided to all groups, including those who did not score sufficient points to be awarded a grant in order to provide advice on reapplying in future. Nick Gower-Johnson confirmed that the application process had been intentionally straightforward and that support and advice had been available to all interested groups.
3. The Board should scrutinise the impact of the Fund, the performance of the community group and the effectiveness of the service.

The Overview and Scrutiny Board agreed to:

1. Note the progress report and comments raised with regard to the Big Society Fund 2011/12; and
2. Receive the first monitoring report in 12 months, which would include information on the impact of the Fund, the performance of the community group and the effectiveness of the service.

9. Work Programme and Scrutiny Review Progress Report

The Overview and Scrutiny Board agreed to:

1. Endorse the Work Programme;

2. Canvass support from scrutiny members regarding a proposed Task and Finish Group to consider potential savings and benefits arising from a move to the Committee-system model of governance;
3. Councillors Les Caborn and Bob Stevens to report back on the issue of patient access at the University Hospital following their meeting with the Chief Executive of the Coventry and Warwickshire NHS Trust;
4. Receive a report on the Local Broadband Plan at its meeting scheduled for 25th January 2011;
5. Add the Transformation Programme to the Work Programme and suggest that the OSCs incorporate progress updates on services reviews into their respective Work Programmes;
6. Note a potential Task and Finish Group by the Communities OSC in March 2012, in respect of the Council's forthcoming streetlighting review; and
7. Request a progress report regarding Cabinet's implementation of recommendations arising from the Public Service Reform Task and Finish Group.

10. Any Other Items

None.

11. Dates of Future Meetings

Agreed.

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Chair

The Board rose at 4:55 p.m.

Item 4

Overview and Scrutiny Board 25th January 2012

Strategic Commissioning

Recommendation

- 1) That the Overview and Scrutiny Board note the progress report with regard to the Phase Two recommendations of the Public Service Reform Task and Finish Group 'Breaking the Mould'.
- 2) That the Overview and Scrutiny Board consider a proposal regarding formal engagement with both the Board and the Overview and Scrutiny Committees in respect of the implementation of the Transformation Programme.

1.0 Background Information

1.1 Public Services Reform Task and Finish Group

1.2 The Public Service Reform Task and Finish Group was commissioned by the Overview and Scrutiny Board in July 2010. Due to its scope, the review was undertaken in two phases, as follows:

- Phase One – public reform in adult social care, health, education and police services.
- Phase Two – the benefits to the Council of adopting a strategic commissioning model of service provision.

1.3 The Phase One recommendations were approved by Cabinet and subsequently, the Council adopted a strategic commissioning model as part of its Corporate Business Plan 2011-13 in February 2011.

1.4 The Phase Two recommendations were submitted by the Task and Finish Group in May 2011 and were subsequently approved by Cabinet on 30th June 2011. The purpose of this item is to provide the Overview and Scrutiny Board with the first update on the implementation of those recommendations, as follows:

Recommendation 1 – The Cabinet should review whether there is sufficient capacity to carry out the data analysis required by a strategic commissioning model and should review with public sector partners whether there are additional resources that could be shared.

Recommendation 2 – The Cabinet should review with public sector partners whether commissioning cycles can be better aligned particularly around gap analysis and planning phases to ensure we are able to maximise the information we hold and our resources.

Recommendation 3 – The Overview and Scrutiny Board should scrutinise the transition plan to assess whether it is fit for purpose having regard to the seven principles set out by the Cabinet Office and the issues raised by partners set out above.

Recommendation 4 – In developing the strategic commissioning model for the Authority the Cabinet should be alert to the need to strengthen the following around procurement

- Activity around demand management
- Contract management to drive improvement
- Changing the culture of the organisation to look at cost not just price
- Market management and market intelligence

1.5 Phil Evans, Head of Service Improvement and Change Management, will be in attendance at the meeting to provide a verbal update on each of the four recommendations.

1.6 The Transformation Programme

1.7 In order to achieve the Council's commitment towards strategic commissioning, a Transformation Programme has been developed which outlines the process by which the all existing Council services will be fundamentally reviewed over a three-year period. The Programme was approved by Council on 13th December 2011.

1.8 At its last meeting on 20th December 2011, the Overview and Scrutiny Board requested that the Board and the Overview and Scrutiny Committees be engaged in the implementation of the Transformation Programme and receive regular progress updates.

1.9 Phil Evans will be in attendance at the meeting to present a proposed process to fulfil the requirement of the Board.

2.0 Timescales associated with the decision/Next steps

2.1 Public Services Reform Task and Finish Group

2.2 The Board may wish to schedule further updates on the recommendations in due course, until a complete implementation of all recommendations has been achieved.

2.3 Transformation Programme

2.4 It would be beneficial for the Board to agree to adopt a formal member engagement process and to update the Work Programme accordingly.

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
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Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Hayfield Councillor Heatley Councillor Wright	cllrhayfield@warwickshire.gov.uk cllrheatley@warwickshire.gov.uk cllwright@warwickshire.gov.uk

Item 5

Overview and Scrutiny Board

25th January 2012

Treasury Management Monitoring Report

Recommendation

That the Overview and Scrutiny Board discuss and agree the report.

1.0 Introduction

- 1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management.
- 1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Monitoring reports regarding treasury management will be an agenda item for the Overview and Scrutiny Board throughout the year.
- 1.3 Treasury management in the context of this report is defined as:

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." (*CIPFA Code of Practice*).

2.0 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and cash arising from daily receipts being in excess of payments on a short term basis. This cash is invested partly by an in house treasury function and partly by an external cash manager, approximately on a 70/30 basis. Such investments earn investment income.
- 2.2 The Council's investment portfolio at the end of the first nine months of 2011/12 to 31st December 2011 was as follows:

Table 1: Investment Position at 31st December 2011

	Invested at 31 st December 2011
	£m
In-house fixed term deposits Santander Bank (instant access call account)	129.9 10.0
Total In-house	139.9
Aviva Investors	46.1
Total All Investments	186.0

- 2.3 The Council is currently investing according to a low risk, high quality lending list in line with the policy approved in the Treasury Management Strategy 2011/12 approved by Council on 15th February 2011. A significant aspect of this policy includes placing funds with the UK Government Debt Management Office for a period of up to three months.
- 2.4 All other counterparties (banks and other institutions to which we lend) have a time limit of one year. Higher minimum ratings for overseas institutions are currently imposed but at this time there are no deposits placed outside the UK.
- 2.5 Performance of the Council's investments versus the benchmark is:

Table 2: Investment Performance to 31 December 2011

	Average Interest rate year to date	Target rate: 7 day LIBID (+10% for the externally managed Aviva portfolio)	Variance
	%	%	%
In house Santander call account	0.42 0.80	0.48 0.48	-0.06 0.32
Total In house	0.45	0.48	-0.03
Aviva Investors	1.14	0.53	0.61
Total All Investments	0.63	0.49	0.14

The London Interbank Bid Rate (**LIBID**) is the rate bid by banks on Eurocurrency deposits (i.e., the rate at which a bank is willing to borrow from other banks).

- 2.6 The in-house operation under-performed slightly, due to the very cautious Treasury Management Strategy now in place, whereby low risk results in a lower investment return. Investment target rates are set out in the Treasury Management Strategy.

Table 3: Interest Earned to 31 December 2011

	Year to date
	£000
In house	378.0
Santander	58.0
Total In house	436.0
Aviva Investors	390.0
Total All Investments	826.0

- 2.7 The table below details our consultant's view on interest rates. Based on this opinion, the money market will continue to be at current levels until late 2013 when rate rises are predicted.

Table 4: Interest Rate Forecast

	Mar 2012	Jun 2012	Sep 2012	Dec 2012	Mar 2013
Interest Rate Forecast	0.50%	0.50%	0.50%	0.50%	0.50%

Source: Sector Treasury Services

3.0 Borrowing

- 3.1 The Treasury Management Outturn Report for 2010/11 gave an overall outstanding Public Works Loans Board (PWLB) borrowing figure of £371.7m at 31st March 2011. Since this time, the Council has taken additional loans from the Public Works Loans Board totalling £20m. The table below details our performance against average rates to 31st December 2011.

Table 5: PWLB Average Rate versus WCC Loans to Date

Amount Borrowed	Average Rate
WCC Loans totalling £20m	3.76
PWLB Average Rate to Date (10-year)	3.96
Out/(Under) Performance	0.20

- 3.2 The Council has out-performed the PWLB average rate to date. There are no further borrowing requirements for 2011/12.

4.0 Compliance with Treasury Limits and Prudential Indicators

- 4.1 During the three quarters of 2011/12 to 31st December 2011, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2011/12 are shown in **Appendix A**. Explanations of the terminology employed is set out in **Appendix B**.

	Name	Contact details
Report Author	Phil Triggs	philtriggs@warwickshire.gov.uk
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Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Cllr Wright	cllwright@warwickshire.gov.uk

In year Monitoring 2011/12

PRUDENTIAL INDICATOR	2011/12		April to July 2011	Variance to Budget	Quarter 2	Variance to Budget	Quarter 3	Variance to Budget
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Budget							
	£'000							
Capital Expenditure	£'000 124,493		£'000 124,493	£'000 0	£'000 106,997	£'000 -17,496	£'000 73,661	£'000 -50,832
Ratio of financing costs to net revenue stream	% 10.72		% 10.75	% 0.03	% 10.73	% 0.01	% 10.74	% 0.02
Net borrowing requirement	£'000		£'000	£'000	£'000	£'000	£'000	£'000
brought forward 1 April	371,704		371,701	-3	371,701	-3	371,701	-3
carried forward 31 March	401,658		401,993	335	391,651	-10,007	391,651	-10,007
in year borrowing requirement	29,954		30,291	337	35,952	5,998	19,950	-10,004
In year Capital Financing Requirement	£'000 29,954		£'000 30,291	£'000 337	£'000 9,767	£'000 -20,187	£'000 (5,362)	£'000 -35,316
Capital Financing Requirement as at 31 March	£'000 410,903		£'000 404,425	£'000 -6,478	£'000 383,901	£'000 -27,002	£'000 368,772	£'000 -42,131
Affordable Borrowing Limit:								
Updated position of Current Capital Programme (Jan 2011)	£		£	£	£	£	£	£
Increase per council tax payer	6.21		8.15	1.94	6.93	0.72	6.93	0.72

PRUDENTIAL INDICATOR	2011/12		Quarter 1	Variance to Budget	Quarter 2	Variance to Budget	Quarter 3	Variance to Budget
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate							
	£'000		£'000	£'000	£'000	£'000	£'000	£'000
Authorised limit for external debt -								
Borrowing	461,875		482,451	20,576	457,823	-4,052	439,668	-22,207
other long term liabilities	12,000		12,000	0	12,000	0	12,000	0
TOTAL	473,875		494,451	20,576	469,823	-4,052	451,668	-22,207
Operational boundary for external debt -								
Borrowing	374,896		402,043	27,147	381,519	6,623	366,390	-35,653
other long term liabilities	10,000		10,000	0	10,000	0	10,000	0
TOTAL	384,896		412,043	27,147	391,519	6,623	376,390	-8,506
Upper limit for fixed interest rate exposure								
Net principal re fixed rate borrowing / investments	100%		100%	0.00	100%	0.00	100%	0.00
Upper limit for variable rate exposure								
Net principal re variable rate borrowing / investments OR:-	25%		25%	0%	25%	0%	25%	0%
Upper limit for total principal sums invested for over 364 days								
(per maturity date)	£ 0		£ 0.00	0.00	£ 0.00	0.00	£ 0.00	0.00

Maturity structure of new fixed rate borrowing	upper limit	lower limit
under 12 months	20%	0%
12 months and within 24 months	20%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

PRUDENTIAL INDICATORS

Ratio of financing costs to net revenue stream

The ratio of financing costs to net revenue stream shows the estimated annual revenue costs of borrowing, less net interest receivable on investments, plus repayments of capital, as a proportion of annual income from council taxpayers and central government. The estimates of financing costs include current and future commitments based on the capital programme.

Net Borrowing

Net borrowing refers to the Authority's total external borrowing.

Actual and Estimated Capital Expenditure

Actual and estimates of capital expenditure for the current and future years.

Capital Financing Requirement

The Capital Financing Requirement (CFR) represents capital expenditure financed by external debt and not by capital receipts, revenue contributions, capital grants or third party contributions at the time of spending. The CFR measures the Authority's underlying need to borrow externally for a capital purpose. The Authority has a treasury management strategy which accords with the CIPFA Code of Practice for Treasury Management in the Public Services.

Authorised Limit

In respect of its external debt, the Authority approves authorised limits for its total external debt gross of investments. These limits separately identify borrowing from other long-term liabilities such as finance leases. Authorised limits are consistent with the Authority's current commitments, service plans, proposals for capital expenditure and associated financing, cash flow and accord with the approved treasury management policy statement and practices. The Authorised limit is based on the estimate of most likely prudent, but not necessarily the worst-case scenario and provides sufficient additional headroom over and above the Operational Boundary.

Operational Boundary

The operational boundary for external debt is based on the same estimates as the authorised limit but reflects the Head of Finance's estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in-year monitoring. Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified.

Limits on Interest Rate Exposures

This means that the Authority will manage fixed interest rate exposures within the ranges and variable interest rate exposures within the ranges. This provides flexibility to take advantage of any favourable movements in interest rates.

Item 6

Overview and Scrutiny Board

25th January 2012

Quarter 3 Integrated Finance and Performance Report (April – December 2011)

Recommendation

That the Overview and Scrutiny Board consider the report and forward any comments to Cabinet for consideration at the 26th January 2012 meeting.

1.0 Introduction

- 1.1 The Overview and Scrutiny Board, at its meeting on 20th December 2011, requested that this paper is discussed and any comments are forwarded for consideration by Cabinet at its meeting on 26th January 2012.
- 1.2 A full copy of report to Cabinet is attached at Appendix A. Please note that the appendices to the Cabinet report are available electronically on the Committee Administration System and a paper copy has also been placed in each of the Group rooms.

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Cabinet

26th January 2012

Quarter 3 Integrated Finance and Performance Report (April - December 2011)

Recommendations

(1) It is recommended that Cabinet:

- I. Review and comment on performance against targets set. (Appendix T)
- II. Notes the 2011/12 projected revenue outturn position and the projected reserves at year-end, and instructs those services currently forecasting an overspend to take appropriate management action to try to ensure spending remains within budget.
- III. Approves the net transfer from reserves totalling £5.198million.
- IV. Notes the quarter 3 forecast performance against the 2011/12 Savings Plan and the comments on the delivery of the savings highlighted by Strategic Directors.
- V. Approves the revised capital payments totals and the revised financing of the 2011/12 capital programme as detailed in Table 3 and detailed in Appendices A to S.
- VI. Notes the projection of estimated capital spending and financing for future years.
- VII. Notes the impact of the 2011/12 forecast financial performance on the delivery of the Medium Term Financial Plans as outlined in Section 10.

1.0 Key Issues

- 1.1 The following report provides Members with a joint picture of how the Organisation is performing in terms of our key performance measures and financial management of our resources including capital budgets and savings plans for 2011/12.
- 1.2 The purpose of this report is to inform Members of the forecast 2011/12 performance and financial position of the authority and individual services, based on information available at the end of Quarter 3. In respect of the authority's finances it highlights the main reasons for any variations from the approved budget for each service and the impact on the authority's reserves position and

the delivery of the Medium Term Financial Plan. In terms of performance, the report highlights the progress of the delivery of each of our corporate Ambitions.

2.0 Performance – High Level Summary

- 2.1 The Quarter 3 Performance Summary (**Appendix T**) provides Members with a summary of progress against the delivery of our Corporate Ambitions. The Performance appendix also contains links to further supporting information in each of the Business Unit Plans.
- 2.2 The Aims and Ambitions are supported by a set of 46 strategic measures which collectively provide Members with a robust view of the progress that the Authority has made over the first 9 months of this financial year in working towards delivering the Corporate Aims and Ambitions. All of the 46 measures are contained within the relevant Business Unit Plans.



Mid Year Performance Highlights¹

- 2.3 Overall, we remain on track at the end of Quarter 3 to deliver on the Aims and Ambitions as set out in the Corporate Business Plan. 73% of all available performance measures (30 out of 41) are reporting that by the end of March 2012 they will have achieved the stated level of performance. Therefore, our overall direction of travel has improved relative to the targets at the start of the year.
- 2.4 There are three performance measures that are being forecast to potentially miss their targets set.

	Red	Amber	Green	Total	NYA*
Mid Year	3 (7%)	8 (20%)	29 (73%)	40	6
Qtr 3	3 (7%)	8 (20%)	30 (73%)	41	5

**supporting information for the Not Yet Available (NYA) indicators is found within the Performance Appendix*

Ambition 1: Community & Customers

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	1 (33%)	2 (66%)	3	3	Green 
Qtr 3	0	1 (33%)	2 (66%)	3	3	Green 

¹ Alert System: Progress against all measures and targets for 2011/12 is presented against a more refined alerting system: **Green**: Target has been achieved or exceed; **Amber**: Performance is behind target but within acceptable limits; **Red**: Performance is significantly behind target and is below an acceptable pre-defined minimum

2.5 Performance for this Ambition has remained constant over the nine months of 2011/12, and the performance results that we are able to report against are now final and will not change by the end of this financial year. These measures are based on the Citizens Panel Wave that was carried out in September and further details are available in Appendix T.

Ambition 2: Safety & Protection

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	1 (10%)	4 (40%)	5 (50%)	10	0	Green ↓
Qtr 3	1 (10%)	5 (50%)	4 (40%)	10	0	Amber ↓

2.6 Performance for this Ambition has fallen over the last 9 months and therefore, the direction of travel is forecast as being Amber – below target but within tolerance. Performance has declined slightly at the end of Qtr 3 for two measures; Number of people killed or seriously injured on our roads and total number of fires per 100,000 population but both remain within acceptable limits. Progress against both will be closely monitored. However, we are forecasting a fall in the number of incidents of anti social behaviour across the County.

Ambition 3: Care & Independence

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	0	9 (100%)	9	0	Green ↔
Qtr 3	0	0	9 (100%)	9	0	Green ↔



2.7 Performance remains on track to deliver on the targets in support of this Ambition and we continue to make positive progress in delivering on the outcomes in the Corporate Business Plan. The numbers of people using social care who receive self directed support continue to increase above the target set.

Ambition 4: Enterprise, Transport & Tourism

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	2 (33%)	4 (66%)	6	0	Green ↓
Qtr 3	0	1 (17%)	5 (83%)	6	0	Green ↑



2.8 Performance for this Ambition remains overall on target and the overall direction of travel has improved slightly. At the end of Qtr 3, we are reporting an increase in the number of people employed in key target growth areas and a fall in the number of businesses reporting skill shortages.

Ambition 5: Environment & Housing

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	0	3 (100%)	3	0	Green 
Qtr 3	0	0	3 (100%)	3	0	Green 

2.9 Performance remains on track to deliver on the targets in support of this Ambition. We are reporting an increase in performance with regards to household waste being minimised and an increase in the number of extra care units provided.

Ambition 6: Schools & Education



	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	1 (25%)	3(75%)	4	1	Amber 
Qtr 3	0	1 (20%)	4(80%)	5	0	Amber 

2.10 Performance remains within acceptable levels to deliver on the targets in support of this Ambition.

2.11 Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year. Early indications show that we are on track to deliver improved levels of educational attainment of the children of Warwickshire.

2.12 The number of young people not in education, employment or training (NEET) is now forecasting to meet the revised 5.2% target for 2011/12. As previously reported in Qtr 2, the original NEET target of 4.4% for 2011/12 that was set in 2004 by the Government Office West Midlands was revised following agreement by the County Strategic Partnership.

Ambition 7: Organisation

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	2 (40%)	0	3 (60%)	5	2	Green 
Qtr 3	2 (40%)	0	3 (60%)	5	2	Green 

- 2.13 Performance for this Ambition has remained on track over the 9 months of 2011/12, and for the majority of measures where we are able to forecast we will continue to meet the targets set. We are reporting a decrease in the % of our retained operational property portfolio having optimum utilisation however, the forecast remains well above the target set. This decrease in performance is reflected in our overall direction of travel for this ambition.
- 2.14 However, it has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently and therefore, will remain red for 2011/12 and this is reflected in the above table.

3.0 Financial Monitoring – High Level Summary

- 3.1 Table 1 provides a one page summary of the financial performance of each service compared to the plans approved in March. At the end of Quarter 3 the projected revenue outturn position for the authority is an underspend of £5.108 million. This includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £10.412 million. This overspend will be met from schools reserves and will not impact on the level of corporate resources.
- 3.2 This money is then available to support spending in future years and to assist in any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 4.
- 3.3 A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, is shown in Appendices A to S. **These appendices are available electronically on the Committee Administration System and a paper copy has also been placed in each of the Group rooms.**

Table 1: Summary of 2011/12 Financial Performance as at Quarter 3					
App.	Group/ Service	Revenue (Under)/ Over Spend £'000	Savings (Above)/ Below Target £'000	Capital Programme	
				2011/12 (Under)/ Over Spend £'000	Variation to total capital budget £'000
	People Group				
A	Safeguarding*	150	93	(37)	0
B	Social Care and Support Services	(1,352)	329	0	0
C	Business Manager*	(1,556)	(389)	(28)	175
D	Strategic Commissioning*	(712)	(130)	(359)	(479)
E	Early Intervention and Family Support*	(1,833)	(200)	(151)	(104)
F	Learning and Achievement*	4,577	(84)	(15,587)	(100)
	Resources Group				
G	Customer Service	(50)	20	(1,891)	(321)
H	Finance	(24)	0	0	0
I	Human Resources & Organisational Development	(129)	0	-	-
J	Information Assets	(35)	0	366	366
K	Law and Governance	(582)	(76)	-	-
L	Physical Assets	(146)	247	(1,900)	248

M	Service Improvement and Change Management	(245)	(26)	-	-
	Communities Group				
N	Sustainable Communities	(916)	0	(294)	66
O	Localities and Community Safety	133	(51)	0	0
P	Transport and Highways	(2,937)	(158)	(5,062)	(12,643)
Q	Public Health	0	-	-	-
R	Fire and Rescue	140	0	206	20
S	Other Services*	410	-	-	-
	Total	(5,108)	(425)	(24,737)	(12,772)

Note: * indicates services where the revenue outturn is partly funded by DSG

3.4 The 2011/12 Budget included a savings target of £21.911 million for 2011/12. Currently savings of £19.252 million have already been delivered and a further £3.094 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a £0.425 million over achievement in the delivery of the savings plan in 2011/12. This is not additional savings, but rather some elements of the 2012/13 savings plan being delivered ahead of schedule.

3.5 In the detailed service estimates agreed by Council in March, the approved estimated value of capital payments due in 2011/12 was £115.764 million. The latest forecast for 2011/12 capital payments is £73.129. This £42.635 million reduction is primarily a result of the rephasing of project spend from 2011/12 into future years. The key messages in relation to the capital budget and its financing are highlighted in Section 6.

4.0 Revenue Spending

4.1 At the time the service estimates were approved in March the new organisational structure was still bedding down and there remained a number of unresolved issues (similar to the debate prior to the integration of Resources functions across the authority). Whilst the majority of these issues had been resolved by Q2 there are further changes as the People Group becomes fully established and as a result of the further coordination of support functions across the authority, required to deliver the savings plans. Where agreement has been reached the changes are shown in Table 2 below in the 'Agreed Variations' column.

4.2 As well as the adjustment of revenue budgets in response to the restructuring there have also been a number of other changes to budgets, flowing from the Quarter 2 monitoring report and a technical adjustment to Other Services. As a result the current budget is £3.861 million lower than the original budget reported to Council in March.

4.3 The effect of the restructuring adjustments and other changes on the budget for individual service areas is shown in Table 2. The remainder of the section highlights the key areas of under/overspending.

Table 2: 2011/12 Revenue Budget – Summary of Agreed and Projected Changes						
App.	Group/ Service	Budget as at Q2 £'000	Agreed Variations £'000	Revised Budget £'000	Variation	
					£'000	%
	People Group					
A	Safeguarding	33,919	(110)	33,809	150	0.4
B	Personal Care Co-ordination	94,043	(189)	93,854	(1,352)	-1.4
C	Business Manager	22,692	(382)	22,310	(1,556)	-7.0
D	Strategic Commissioning	42,263	(25,754)	16,509	(712)	-4.3
E	Early Intervention and Family Support	21,266	(13)	21,253	(1,833)	-8.6
F	Learning and Achievement	39,885	26,978	66,863	4,577	6.8
	Resources Group					
G	Customer Service	9,329	(43)	9,286	(50)	-0.5
H	Finance	5,382	671	6,053	(24)	-0.4
I	Human Resources & Organisational Development	4,690	(32)	4,658	(129)	-2.8
J	Information Assets	6,619	23	6,642	(35)	-0.5
K	Law and Governance	1,388	(3)	1,385	(582)	-42.0
L	Physical Assets	18,621	(2,401)	16,220	(146)	-0.9
M	Service Improvement and Change Management	1,976	24	2,000	(245)	-12.3
	Communities Group					
N	Sustainable Communities	20,291	839	21,130	(916)	-4.3
O	Localities and Community Safety	10,624	595	11,219	133	1.2
P	Transport and Highways	27,393	345	27,738	(2,937)	-10.6
Q	Public Health	134	0	134	0	0.0
R	Fire and Rescue	19,605	245	19,850	140	0.7
S	Other Services	(37,961)	(4,654)	(42,615)	410	-1.0
	Total	342,159	(3,861)	338,298	(5,108)	-1.5

Note: There may be rounding differences

4.4 The most significant areas of underspending are in relation to:

- ❖ **Adult Social Care** – The forecast under spend should be viewed with a degree of caution as the service is in the early days of delivering its transformation programme. Although the trend from previous quarters remains unchanged it remains a risk as to whether any of the changed activity reflects the risk that frontline staff reductions have led to backlogs which have 'bottlenecked' expenditure and increased the risk of unmet need. However, other reasons contributing to the under spend include the delivery of significant savings which at an overall level appear to be meeting or exceeding targets. It is also proposed that reviewing capacity is commissioned to assist with progressing reviewing backlogs, and that residential care redundancy costs will be covered in-year by the revenue budget.
- ❖ **Early Intervention and Family Support** - This under spend is due to the achievement of savings within the Youth Service being made ahead of future savings targets.

- ❖ **Learning and Achievement** – This overspend largely relates to DSG expenditure, mainly one-off allocations agreed by the Schools Forum.
- ❖ **Law and Governance** – The forecast underspend is partly due to delayed recruitment and partly due to additional income generated by the Legal Services business unit.
- ❖ **Service Improvement and Change Management** – The forecast underspend is largely due to the Resources Group transformation programme being in its early stages.
- ❖ **Sustainable Communities** – The forecast underspend is mainly due to less recycling of green waste. This is down to a very dry summer resulting in a reduction of 1.4%, in addition, a decline in waste disposal tonnes of just over 1%.
- ❖ **Transport and Highways** – The forecast underspend is primarily (£1.2 million) due to the costs of concessionary travel, transferred from the district/borough councils on 1 April 2011, being lower than anticipated. The remainder is a result of improved performance in generating income or early delivery of savings.

5.0 NHS Section 256 Money

5.1 As part of the 2011/12 Local Government Finance Settlement the Department of Health made additional funding available, through PCTs, to local authorities for social care purposes. This non-recurrent funding totals £648 million nationally in 2011/12 and is to be transferred to local authorities, from PCTs, under a section 256 agreement.

5.2 In 2011/12 Warwickshire will receive £6.027 million from the allocations outlined above. A S256 agreement has been reached with Warwickshire PCT that details how the money will be spent. This funding, and its planned use, had been excluded from the quarterly monitoring reports to date, pending the signing of the S256 agreement. However, now the agreement has been reached the forecast spend is included in the forecasts of the relevant Heads of Service plan. The expenditure agreed with Warwickshire PCT is as follows:

- ❖ £3.163 million for reablement
- ❖ £0.441 million on residential care assessment beds
- ❖ £0.637 million for residential respite care and 'in your place' services
- ❖ £0.157 million for Telecare
- ❖ £1.075 million for Integrated Community Equipment service (ICES)
- ❖ £0.059 million on rapid response services
- ❖ £0.454 million for dementia care services
- ❖ £0.041 million on extra care housing

6.0 Capital Budget Update

6.1 The capital budget provides for spending on assets which have a life of more than a year. Capital spending is defined by statute and includes;

- ❖ The acquisition of land, buildings, vehicles, equipment and computer software
- ❖ The construction and improvement of buildings and roads
- ❖ The provision of capital grants to enable third parties to acquire or improve assets.

6.2 In the Quarter 2 Budget Monitoring report, approved by Cabinet on 17 November, the value of capital payments due in 2011/12 was £97.865 million with a further £118.647 million over the medium term. Since November, the total scheme cost on a number of projects has changed, including a large Developer scheme which now appears unlikely to happen. As a result, the total change in payments in 2011/12 and later years is a decrease of £12.772 million.

6.3 The reasons for the £12.772 million decrease are:

- ❖ A developer funded scheme for Stoneleigh park link road now unlikely to go ahead; a reduction of £11.811 million.
- ❖ The repayment of the Kitchen and Dining Room Improvement Grant in Learning and Achievement, which was recalled by Partnerships for Schools as it was unspent by the deadline by which expenditure had to be incurred; a reduction of £0.217 million.
- ❖ Reductions on a number of other schemes in Learning and Achievement because the funding has been transferred to the School in order for them to incur the spend as part of their devolved capital programme; a reduction of £0.651 million.
- ❖ The remainder of the decrease consists of minor changes across a number of schemes.

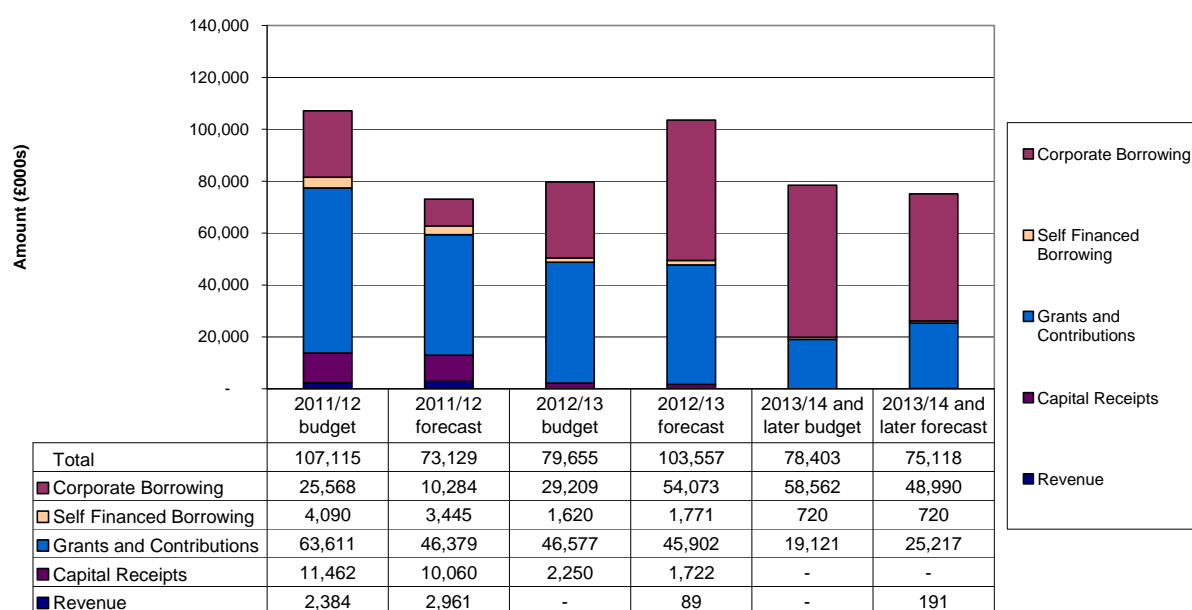
6.4 Financial Standing Orders require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the appendices, with reasons for the variations provided.

6.5 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 main sources of financing are:

- ❖ Borrowing, within the levels set by Council in February 2011
- ❖ Capital grants from government
- ❖ Third party contributions e.g. private developers
- ❖ Capital receipts from the sale of assets, and
- ❖ Service revenue budgets.

- 6.6 Table 3 shows how the capital expenditure shown in Appendices A to S is to be financed. These figures also include the remaining unallocated borrowing agreed in the February 2011 budget which now sits at £48.060 million over the medium term. Decisions on the use of some/all of this unallocated borrowing will form part of the 2012/13 budget to be agreed by Council in February.
- 6.7 Total borrowing commitments in 2011/12 and later years have reduced by £0.487 million from the £119.769 million as approved by Cabinet in November 2011. The revised estimate is £119.282 million. The variance has been caused by a reduction in the self-financed borrowing needed by Services and does not affect the level of corporate resources available to support the 2012/13 and future years' capital programme.

Table 3 Estimated Financing to 2011/12 and later years



- 6.8 After allowing for slippage and self-financing the overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP. Any rephasing of the revenue impact of the capital programme as a result in the changed profile of spending will be picked up as part of the 2012/13 budget process.

7.0 Specific Capital Issues

- 7.1 Members are asked in this report to re-approve the capital programme, including the detailed variations which are contained within the appendices. This section of the report highlights issues which Members may wish to consider individually;
- 7.2 **Slippage:** Slippage in 2011/12 capital spend of some £42 million has been reported since the budget was set by Council in February, including £25 million at this quarter alone. As a percentage of the original estimate, slippage is spread relatively consistently across each service. However, due to the size of their programmes, Learning and Achievement and Transport's slippage is

particularly pronounced. For Transport around half of the underspend in 2011/12 relates to developer schemes which are not proceeding at present; and mobilisation of the new highway maintenance contract in May 2011 has also a lead-in time to the undertaking of capital works. Ensuring that the capital programme for 2012/13 onwards is realistic and deliverable will be a key priority in the budget setting process.

- 7.3 **Smallholdings Maintenance:** In order to fund Nitrate Vulnerable Zone works, and essential maintenance work at Poplars Farm, the budget for smallholdings maintenance was reduced in previous quarters, pending the identification of alternative funding. Physical Assets have identified slippage of £0.187 million in their non-schools maintenance programme which they request approval to transfer to Smallholdings. Further details are provided in Appendix L.
- 7.4 **In-Vessel Composting for Schools:** Sustainable Communities are requesting approval to reallocate the unspent capital funds currently programmed for installing the last in-vessel composter unit in a school to one of the Household Waste Recycling Centres (HWRC). Further details are provided in Appendix N.
- 7.5 **Rationalisation of the Council's Property:** Customer Services and Physical Assets are requesting a £0.321 million virement from the Customer Services budget for One Stop Shops to the Rationalisation of the Council's Property budget within Physical Assets. This is to contribute to work led by Physical Assets on Shire Hall Library. Further details are provided in Appendices L and G.
- 7.6 **Repayment of Self Financed Borrowing:** Transport are proposing to use a revenue surplus of £0.400 million on Civil Parking Enforcement (CPE) to repay early self-financed borrowing used to install CPE. This will reduce the Council's outstanding debt and decrease the annual revenue charge made to Transport to service the element relating to CPE.
- 7.7 Fire and Rescue are also planning to use a small underspend of £0.031million on their equipment replacement capital budgets to reduce their self financed borrowing for vehicle replacement. As above, this will reduce outstanding debt, and the annual revenue charge to Fire and Rescue.

8.0 Commentary from Strategic Directors

- 8.1 The forecast financial performance at the third quarter shows a lowering of both forecast revenue and capital expenditure since Quarter 2. This forecast underspend is additional to the delivery of the savings plan, which remains on track.
- 8.2 In many ways this is not wholly unexpected. Service managers have recognised the difficult financial environment within which the authority is working and the necessity for their savings plans to be delivered. This has meant that many managers have been cautious in their revenue spending as they attempt to achieve both this years and next years savings as soon as possible. As savings are delivered and the environment becomes more certain it is not expected that this underspend will continue to increase at the same rate to end of the year.

- 8.3 However, the level of slippage in the capital programme, some £24 million at Q3 in addition to £18 million reported previously, is of greater concern. Cabinet have already identified the process for agreeing and delivering the capital programme as an area in need of review and this will be undertaken alongside the development of the 2012/13 to 2014/15 Medium Term Financial Plan.
- 8.4 Despite a positive picture overall there remain a number of specific issues that Strategic Directors wish to bring to Members attention.
- 8.5 The Strategic Director for Resources draws members' attention to the position relating to the Physical Assets Service as detailed in Appendix L. Proposals for revenue and capital spending to enable the overall savings plan to be delivered will be considered by the Council in February 2012.

9.0 Impact on Reserves

- 9.1 At the start of 2011/12 our reserves were £70,689 million. Over the current financial year our reserves are forecast to increase to £75,181 million by 31 March 2012. Details are shown in Table 4.

Table 4: Reserves Projection					
Reserve	In-Hand/ (Overdrawn) 1 April 2011 £'000	Previously Approved Changes £'000	Additional Contribution/ (Use) Requested £'000	Effect of Forecast Outturn £'000	Estimated In-Hand/ (Overdrawn) 31 Mar 2012 £'000
General Reserves	12,466	(1,048)	1,300	1,919	14,637
Insurance Fund	10,977	0	-	0	10,977
Service Realignment Fund (1)	5,398	3,515	-	0	8,913
Capital Fund (2)	181	(0.113)	-	0	68
Virtual bank	(573)	275	-	0	(298)
Earmarked – Schools	27,573	0	-	(10,410)	17,163
Earmarked – Non-Schools	10,593	(2,544)	3,898	312	12,259
Service Savings	4,074	(0.702)	-	8.090	11.462
Total	70,689	(0.616)	5,198	(90)	75,181

Notes:

1. The Service Realignment Fund is for meeting the upfront costs of realigning the services of the County Council in response to future resource projections.
2. The capital fund is used to help fund capital expenditure as required.
3. The table may not sum due to rounding differences

- 9.2 Members are asked to agree to the following changes to reserves that have been requested by services based on their current projected position. The net effect being a one-off transfer to reserves of £5,198 million in 2011/12.

- ❖ The transfer of £0.025 million from the Physical Assets Service Area to the Catering Equalization Fund Reserve.
- ❖ £3.873 million to be transferred to the adult social care modernisation reserve to cover future costs (see 5.3 above), and
- ❖ £1.300 million to be transferred to general reserves (see 5.3 above).

- 9.3 The quarter 3 forecast position for adult social care presents the facility to create revenue reserves to assist with managing the financial position of social care services and the local authority overall. £1.300m is proposed to be transferred to

general reserves and £3.873 million is proposed to be transferred to the adult social care modernisation reserve to cover future costs and risk as follows:

- ❖ Future redundancy costs (particularly in day services and also potentially in residential care).
- ❖ Potential future capital costs, for example in relation to systems development and extra care development.
- ❖ The one-off costs of service transformation, such as project costs and double running costs.
- ❖ Management, on a temporary basis, of the risk of difficulties in nursing home and residential care home markets.
- ❖ The risk of slippage in savings plans – in particular in relation to care homes sale/closure, learning disability day service reviews, learning disability moves to supported living, demographic pressures, winter pressures, and risks around the Section 256 transfer from health in 2012/13.
- ❖ Changes in health market commissioning – for example reductions in hospital bed numbers transferring the need to provide services in the community, changes in hospital discharge practice and pressure to contribute towards balancing the PCT budget deficit, and
- ❖ Prevention of any backlog pressures rebounding on the overall financial stability of the service in future.

9.4 Reserves are held in accordance with the Council's reserves policy. Overdrawn reserves (except Virtual Bank, Fire Pensions and the Schools IT loan reserves) are a first call on 2012/13 budgets. Meanwhile, any service reserves that are overdrawn in the current year are effectively a temporary call on General Reserves until they are repaid.

9.5 General reserves are projected to be at £14.637 million by the end of the year. Any need for additional reserves or if there are any reserves available to be used will be considered as part of the 2012/13 budget process. This will include the Head of Finance updating the risk assessment of the minimum adequate level of general reserves it is appropriate for the authority to hold.

10.0 Impact on the Medium Term Financial Plan

10.1 As the reports to Cabinet in December titled "2012/13 Revenue Budget and Medium Term Financial Framework" and "2012/13 to 2014/15 Capital Programme" showed the MTFP includes a balanced budget for 2012/13. However, potentially £11.6 million of the budget in 2014/15 would be funded on a one-off basis, using resources generated in previous years. Therefore without any other changes in assumptions or information the starting point for 2015/16 would be the delivery of a significant level of further savings.

10.2 The revenue underspends being reported here provide the authority with increased flexibility and potentially time to deliver savings but as one-off resources are not an alternative to the delivery of the agreed savings plan.

10.3 The need to focus on delivering the full savings plan contained in the MTFP remains unchanged. Any individual underspends or accelerated savings are

welcome, but they should not detract from the need to deliver the savings programme.

10.4 There is nothing within the finance elements of this monitoring report that suggests the MTFP position has significantly changed. The report has highlighted a number of areas where difficult decisions are still needed and concerns about the pace of progress exist. The additional issues for Members as we look to roll forward of the existing MTFP remain the same as in Quarter 2:

- ❖ Capital financing costs and the phasing/deliverability of schemes in the indicative capital programme.
- ❖ The delivery of the savings plans, any rephasing necessary in light of the performance to date, for example around property rationalisation.

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12 January 2012

Safeguarding - Phil Sawbridge

2011/12 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
Safeguarding - Head of Service	3,892	0	3,892	2,827	(1,065)	The costs of legal case work continues to be a pressure on the service with a forecast over-spend of £150,000. The overall overspend for this block is being supported by unallocated placement budgets currently held by the Head of Service.
Social Care Teams - North & Assessments	10,902	(34)	10,868	12,403	1,535	
Social Care Teams - East & Looked After Children	5,888	(26)	5,862	5,963	101	
Social Care Teams - South & Leaving Care	11,092	(46)	11,046	10,812	(234)	
Safeguarding - Quality & Service Development	1,452	1	1,453	1,380	(74)	
Adult Safeguarding		687	687	574	(113)	Budgets have been restructured and are summarised into the rows above.
Deprivation of Liberty Safeguards	44	(44)	0	0	0	
Safeguarding	649	(649)	0	0	0	
Net Service Spending	33,919	(110)	33,809	33,959	150	
				Non DSG	172	
				DSG	(22)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-03	Reconfigure services for Looked After Children	361	128	328	461	228	461	561	561	There is a risk that the reduction in payments of nursery and childminding fees for looked after children will not achieve as much as anticipated, as the cessation of certain contributions will not go ahead as planned. Where appropriate the School Forum have agreed to fund certain expenditure in line with the savings plan.
CY-S-05	Review of the Safeguarding Service	387	327	327	489	364	364	489	489	
	Total	748	455	655	950	592	825	1,050	1,050	
	Target		748	748		950	950		1,050	
	Remaining Shortfall/(Over Achievement)		293	93		358	125		0	

2011/12 to 2013/14 Capital Programme




Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10405000	Premises Small Scale Reactive Works - Foster carer adaptations - 2010/11 allocation	25	25	0	0	50	25	25	0	0	50	0	0	
TBC1	Premises Small Scale Reactive Works - Foster carer adaptations - 2011/12 allocation	0	37	13	0	50	0	0	50	0	50	(37)	0	
		25	62	13	0	100	25	25	50	0	100	(37)	0	

Performance Summary

1. Background

- 1.1. The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in February 2011.
- 1.2. Within this report, you will find information on our key performance indicators as set out in the Appendix to the Corporate Business Plan. This report should be read in conjunction with our financial monitoring information.
- 1.3. The Council is committed to delivering its key Ambitions and Aims as outlined in our CBP and this report will continue to be developed over the coming year to provide more information on our progress against these aims and ambitions and will seek to include a stronger focus on what customers and residents think about the services we provide.
[Corporate Business Plan 2011-13](#)
- 1.4. At the heart of our CBP are 7 Ambitions:
 - Community & Customers
 - Safety and Protection
 - Care and Independence
 - Environment & Housing
 - Enterprise, Transport & Tourism
 - Schools and Education
 - Organisation
- 1.5. This appendix provides a summary of progress by each of the corporate ambitions, thus providing Members with a robust view of the progress that the Authority has made over the first 6 months of this financial year in working towards delivering the aims and ambitions.

- 1.6. For 2011 / 12, progress against all measures and targets is presented against a more refined alerting system – the use of Red, Amber Green. This system widely recognised as being good practice and the majority of our County Peers also use this system to monitor their progress against. It also aligns us with financial performance and risk.


Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits
Red	Performance is significantly behind target and is below an acceptable pre-defined minimum
Direction of Travel arrows to show whether there have been any improvements, any changes or any falls in performance since April 2011.	
	Performance has improved relative to targets set
	Performance has remained relative to targets set
	Performance has decline relative to targets set

- 1.7. All data included in this report for Quarter 1, 2 and 3 is provisional unaudited data and subject to change.
- 1.8. The performance information contained within this appendix is based on forecast data as at the end of Qtr 3 (April – December 2011). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.
- 1.9. Throughout the report, we have included hyperlinks where Members can access additional supporting information.

Overall 3rd Quarter Performance Summary for 2011/12

The performance information contained within this appendix is based on forecast data at the end of December 2011. Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.

2. Overall Performance Summary

	Direction of Travel Qtr 3							
	Red		Amber		Green		Total	
	Mid Year	Qtr 3	Mid Year	Qtr 3	Mid Year	Qtr 3	Mid Year	Qtr 3
Total	3	3	8	8	29	30	40	41
%	7%	7%	20%	20%	73%	73%		
Number of measures we are unable to report progress against at the end of Quarter 3							6	5

Overall, we remain on track at the end of the 3rd Quarter to deliver on the Aims and Ambitions as set out in the Corporate Business Plan. 73% of all available performance measures are reporting that by the end of March 2012, they will be on target (30 out of 41) compared to 29 out of 40 (73%) at the Mid Year Point Therefore our direction of travel has remains consistent relative to the targets set in February 2011.

At the end of Qtr 3 we are unable to report progress against 5 measures and there are: Number of No. of transactions migrated to a cheaper channel as a result of the one front door project, Estimate savings associated with the above transactions, % of ICT developments completed to budget & time as part of the one front door project, % staff who are flexible workers and % satisfaction that the council is a good employer. Further details are provided under the relevant ambitions within this report.

There are only 3 performance measures that are not being forecast to meet their target set and they are: net variation to budget, % of de-registrations of children who have had Child Protection plans for more than two years and Established principles of WCC's market position including approach to maximising income by March 2012.

3. Highlights by Ambition

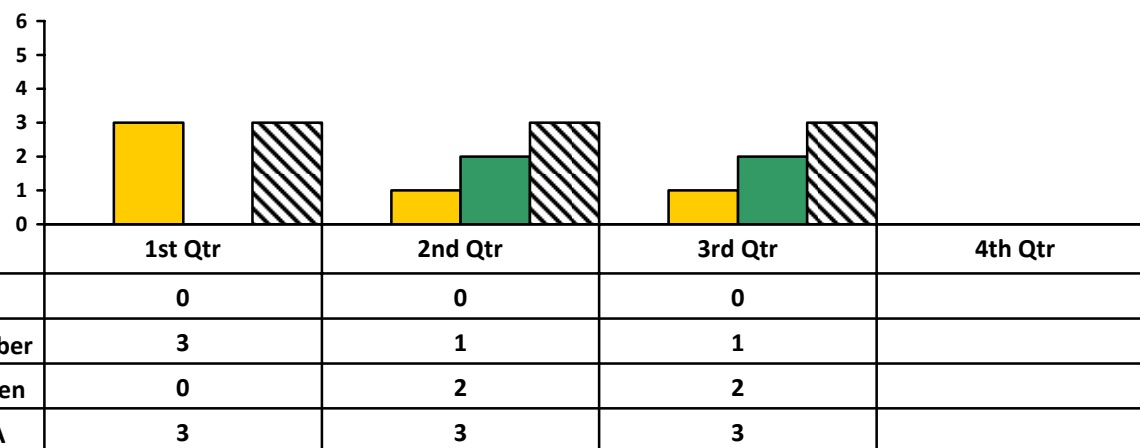
1. Community & Customers

Green



Outcomes:

- Improved delivery of local public services to our residents & businesses across Warwickshire & Sub region
- Improved levels of resident satisfaction with the services they receive
- Residents of Warwickshire are happy with Warwickshire as a place to live
- Customers are able to access services more effectively



Data Notes

Survey Results are based on Citizens Panel Survey undertaken during the summer of 2011.

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
% of people who feel they can influence decisions in their local area	31.7%	29.7%	33.9%	33.9%	
% Satisfaction level with the quality of services received	60.89%	58.89%	67.9%	67.9%	
% Satisfaction with local area as place to live	85.7%	84.7%	83.6%	83.6%	
No. of transactions migrated to a cheaper channel as a result of the one front door project	New measures	NYA	NYA	NYA	
Estimated savings associated with the above transactions		NYA	NYA	NYA	
% of ICT developments completed to budget & time as part of the one front door project		NYA	NYA	NYA	

Commentary and Key Actions Taken

The indicators relating to influencing local decision making and satisfaction with the local area originated from the Place Survey. There is no longer a statutory requirement to undertake this survey, but we have included the questions in a recent wave of the Citizens' Panel.

In September 2011, the Observatory distributed a WCC Citizens' Panel survey. 575 panel members (response rate of 44% out of a possible 1,300 residents) responded to the wave which focused on 3 specific areas, 1) WCC and the local area, 2) crime and community safety and 3) transport.

Of the measures relating to this Ambition, 33.9% of respondents stated that they agree they can influence decisions in their local area. Compared to the 2009 Place Survey, this represents an increase of four percentage points.

Overall, 67.9% of respondents are satisfied with the quality of service received from WCC. The survey results indicate that whilst overall, respondents are satisfied with the local area as a place to live (83.6%), the majority consider that the level of crime, access to affordable decent housing, public transport and job prospects are *the top* priorities for making somewhere an important place to live.

Customers are able to access services more effectively

No transactions have yet to be fully migrated to a cheaper channel as a result of the One Front Door Project hence we are unable to report progress against the specific measures within the Corporate Business Plan. However, key activity in this area includes the delivery of projects in the Customer Access arena, including support of the review of online service delivery, improved self service facilities and Customer Service Centre services as part of the One Front Door Project.

Hyperlinks to Associated Business Plans

[Customer Services Business Plan](#)

[Information Assets](#)

[Localities & Community Safety Business Plan](#)

2: Safety & Protection

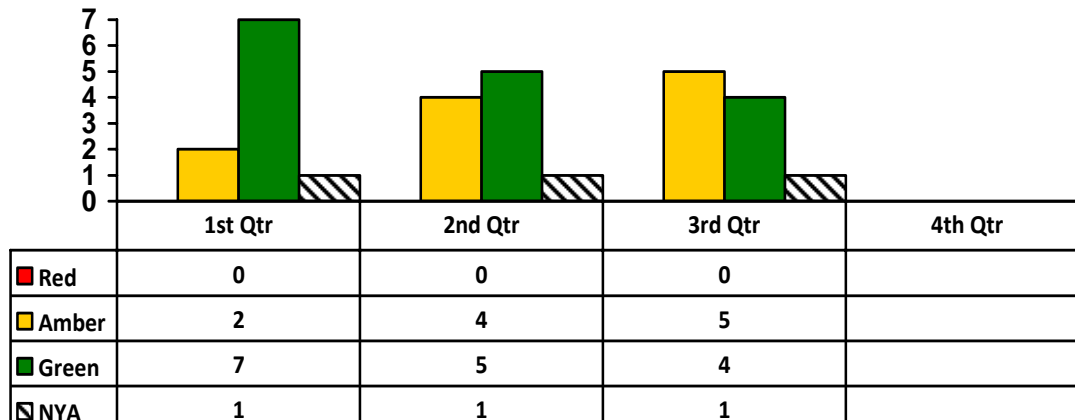
Amber



Outcomes:

- Warwickshire residents are safer on our roads
- Warwickshire's children & young people are safe from harm
- Reduced levels of offending & re offending

- Reduced levels of harm caused by alcohol & drugs
- Reduced levels of harm caused by anti social behaviour
- Reduced levels of harm caused by violent crime
- Reduced number & severity of fires & related injuries & deaths



Data Notes

% of de-registrations – year end forecast data is not currently available for this measure. However, period actuals would indicate that we are likely to miss target although performance will improve when data is cleansed at year end.

Performance is based on Year to Date Forecast.

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
No. of people killed or seriously injured on our roads	298	298	298	305	
% of core assessments that were completed within 35 working days	92%	84%	84%	84%	
% of de-registrations of children who have had a Child Protection Plan for more than 2 years	7%	NYA	NYA	NYA	
% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time	13.5%	13.5%	13.5%	13.5%	
Incidents of serious acquisitive crime per 1,000	11.82	11.82	12.37	12.61	
Incidents of all Anti social behaviour	25384	25384	22805	22223	
Incidents of all violent crime per 1,000	5.38	5.38	5.52	5.42	
No. fire related deaths which were preventable per 100,00 population	0	0	0	0	
No. of injuries in primary fires per 100,000 population	4.30	4.00	4.00	4.00	
Total number of fires per 100,000 population	389.4	410.0	410.0	415.0	

Commentary and Key Actions Taken

Warwickshire Residents are safer on our roads

As road casualties are recorded in calendar years we are now very close to knowing the final number of people killed or seriously injured on Warwickshire's roads for 2011. At the time of preparing this report there were 295 confirmed KSI casualties - however, as we are still awaiting ten casualty reports from Warwickshire Police, we are forecasting that until the final count (which is to be declared at the end of January), we are likely to have a final year end result of 305 people killed or seriously injured on Warwickshire's roads. This result, whilst missing the 298 target set for 2011, remains within tolerance. The final validated figure will be reported to Cabinet at the end of March 2012.

Warwickshire's children & young people are safe from harm

At the end of Quarter 3, the percentage of core assessments that were completed within 35 working days remains below the 92% target set. However, these figures reflect the increase in the numbers of referrals received and a significant increase in the numbers of care assessments required to be undertaken. Whilst the figure does not meet the target, it does represent good performance nationally and regionally and therefore remains within tolerance.

Reducing the instances and impact of Crime

At the end of Quarter 3 we are forecasting that we will miss our target for serious acquisitive crime (11.82 incidents per 1,000 population) by approximately 7%. Following a significant improvement in this measure in 2010/11 (on which ambitious targets for 2011/12 were based), we have seen the number of burglaries increase in the current report year, although not to the levels of 3 year ago. It is considered that this is in part due to the changes in policing following budget and manpower reductions. A working group has been meeting over the last few months to ensure interventions are put in place to reduce the number of instances which is reflected in the reduction in the number of burglaries reported but is not enough to meet the challenging year end target.

Reducing the instances and impact of fire

At the end of Qtr 3, the total number of fires attended by WFRA is over target by 241 incidents an increase of 13%. However when compared to the Corporate Business Plan target set per 100,000 population, we still remain within tolerance and this is reflected in the table above. The increase in the number of total fires is due to the sub category of deliberate small fires being over target. This trend has been ongoing from the start of the year when there was a period of extended holidays over the Easter period which coincided with some unseasonably warm weather. There was also a spike in activity during August around the time of the civil disturbances and this increased activity could be linked to the unrest that was occurring across the Country at that time.

The Arson Reduction Team work continuously on identifying emerging trends and targeting intervention initiatives in high priority areas to reduce the number of deliberate small fires. This year Anti Social Behaviour Intervention Team (ASBIT) initiatives have taken place within Warwick, Rugby, and Nuneaton & Bedworth Districts during historically high activity periods.

There have been strong performances within other categories of fire when compared to the previous year. Accidental dwelling fires are 18% below last years reported levels and fires in non domestic properties are 37% below last years recorded levels. Targeted CFS initiatives, such as delivery of Home Fire Safety Checks to vulnerable members of the Community, across the County have also attributed to this strong performance.

Hyperlinks to Associated Business Plans:

[Safeguarding Business Plan](#)

[Localities & Community Safety Business Plan](#)

3: Care & Independence

Green



Outcomes:

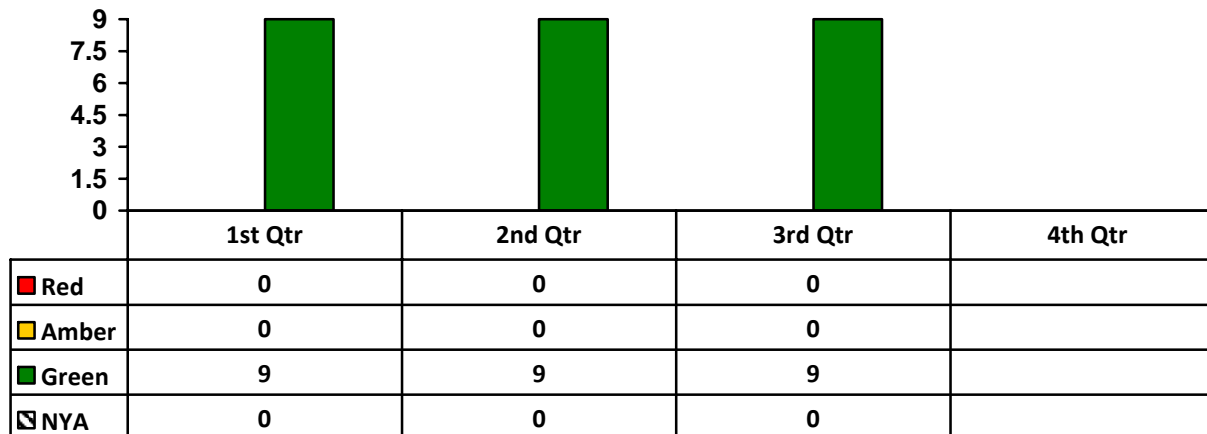
- Warwickshire's residents have more choice & control
- The number of home care packages is decreased
- Warwickshire's vulnerable residents are supported at home

- Residents of Warwickshire have greater access to specialist residential care
- The successful transfer of the Public Health Service to the Local Authority

Data Notes

Performance forecasts for the new social care measures are based on the first survey results. It is difficult therefore to predict with any accuracy results based only on one year's results.

Performance is based on Year to Date Forecast.



Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The proportion of those using social care who have control over their daily life	New measure	68%	68%	68%	
The proportion of people who use services & carers who find it easy to find information about support		46%	46%	46%	
% of people using social care who receive self directed support	45%	45%	45%	47%	
% of older people (65+) who are still at home after 91 days following discharge from hospital	85%	88%	88%	86%	
Admissions to residential care homes per 1,000 population	57*	13.5	13.5	56.0	
Delayed transfers of care	17.0	16.0	16.0	16.0	
Transfer of Public Health Function	Yes	Green	Green	Green	
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Yes	Green	Green	Green	
Healthwatch in operation by 1 st April 2012	Yes	Green	Green	Green	

Commentary and Key Actions Taken

We continue to make positive progress in delivering on the outcomes in the Corporate Business Plan and all measures under this ambition are forecast to either meet or exceed the 2011/12 target set.

We are currently forecasting that the percentage of people using social care who receive self directed support will exceed the 45% target set. We have commissioned an external provider to complete 1,000 self direct service reviews by 31st March 2012. Therefore, an additional 1,000 people will be receiving personal budgets and this will increase the indicator outturn by up to 10%.

* We are reporting a change to the target set for admissions to residential care homes per 1,000 population. Revised guidance has been issued for this indicator in line with the new Adult Social Care Outcomes Framework, making it age weighted and therefore, we have updated the target for 2011/12 accordingly, increasing it from 14 to 57. We are still forecasting that we will perform better than the revised target.

Public Health

The Health Transition Group is making good progress on the transfer of Public Health into WCC. The physical transfer of staff has now been completed and all staff are now located in Barrack Street. The Shadow Health and Wellbeing Board is well established and is working to an agreed programme of work. Work on the establishment of HealthWatch remains on target; however the national target originally set as 1st April 2012 has now been moved again to 1st April 2013 from the 1st October 2012 that was reported at the end of Qtr 2.

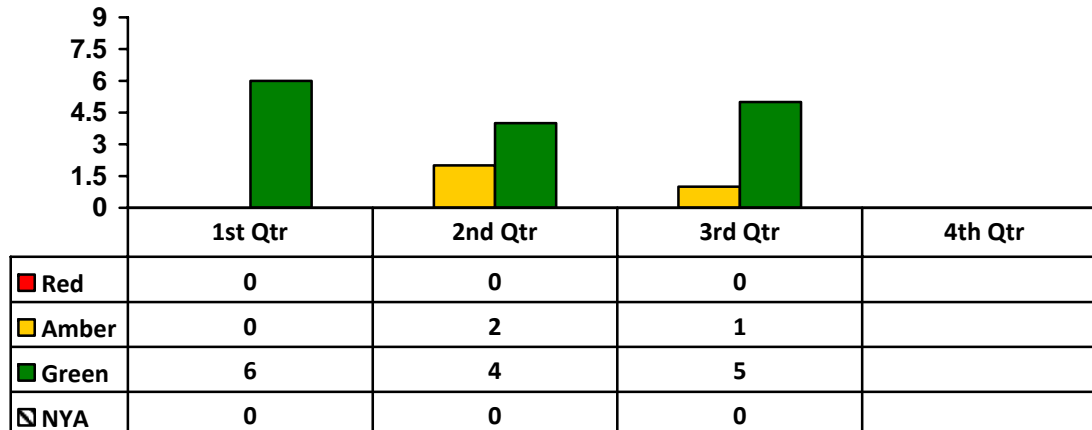
4: Enterprise, Transport & Tourism

Green



Outcomes:

- A thriving business community in Warwickshire
- A more efficient transport infrastructure



Data Notes

Performance is based on Year to Date Forecast.

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The number of individuals undertaking Apprenticeships in the sub-region	1550	1,550	2850	6590	
The number employed in key target growth sectors of the sub regional economy	138000	138,000	136,488	139,200	
Businesses reporting skills shortages	35%	35%	38.4%	37.60%	
WCC cost per passenger journey on WCC supported services	£0.95	£0.95	£0.94	£0.94	
Bus services cost per head of population in the county	£3.04	£3.04	£2.99	£2.99	
Length of highway network where surface treatment was achieved	223.7km	223.7km	224.08km	239.88km	
Length of highway network where maintenance is needed*		No target			

Commentary and Key Actions Taken

A thriving business community in Warwickshire

Further analysis of data for the number employed in key target sectors in Coventry & Warwickshire has delivered a revised result. Latest information from the Office for National Statistics indicate that there are 139,200 people in the region who are employed in

the specified key employment groups – this is approximately 1% higher than the declared target. Additionally, following high profile local and national campaigns we are seeing the number of apprenticeships undertaken in the sub-region as a whole, and particularly in Warwickshire, increase greatly beyond our expectations.

Business reporting skill shortages - the most recent business survey in the area has suggested that businesses reporting skill shortages is likely to exceed the year end target. The specific reasons for this situation are not clear, given the high levels of unemployment (and hence a larger pool of potential employees) within the county and wider sub-region. However, information from Jobcentre Plus suggests that employers are generally complaining of a lack of relevant experience, rather than a lack of qualifications per se. The CWLEP will continue to collate evidence on the needs of business, and Warwickshire County Council will work with key partners and stakeholders to try and address these issues. In particular, the need to provide greater opportunities for relevant work experience will be considered by the CWLEP Skills & Employment Focus Group. Up-skilling of the workforce is key to our activity at the Camp Hill Opportunities Centre and we are continuing and expanding our service offer of vocational training, working with schools and local businesses.

A more efficient transport infrastructure

Length of highway network where surface treatment was achieved – due to dependency on drier weather, the front end of the highways maintenance programme is predominantly surface dressing rather than structural maintenance hence the higher number of kilometres completed early in the year. This year's originally declared target of 223.7 kms looks set to be exceeded by approximately 7%. 21.36 kms of structural maintenance remains to be carried out in quarter 4.

At March 2011, 736kms of the road network across Warwickshire was in need of maintenance work - the next result is due at the end March 2012. The ability to carry out maintenance works to the network (and so reduce the length of network requiring treatment) is largely governed by available budgets. At current levels of funding, the condition of the network can be expected to continue to deteriorate at the same rate currently being experienced. In terms of network length, this equates to some 80km additional network requiring treatment each year.

Hyperlinks to associated Business Unit Plan
[Sustainable Communities Business Unit Plan](#)
[Transport & Highways Business Unit Plan](#)

5: Environment & Housing

Green

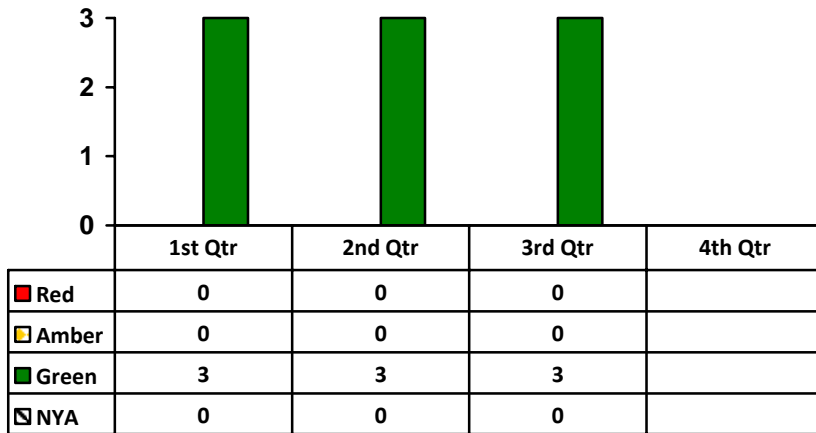


Outcomes:

- **Warwickshire is clean & green**
- **Warwickshire's environment & heritage is protected for the future**
- **Warwickshire has a strong sense of place**

Data Notes

Performance is based on Year to Date Forecast



Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Residual household waste per household is minimised	589kg	589	589	571	
The number of corporate projects which deliver Co2 reductions	2.5%	2.5%	2.5%	2.5%	
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	107	107	107	119	

Commentary and Key Actions Taken

At the end of Qtr 3, indications are that residential waste is continuing to decline across the county. We are forecasting that we will exceed the residual household waste target across the County for 2011/12 following Nuneaton & Bedworth Borough Council move to alternate weekly collections on the 24th October 2011 and increasing its recycling.
 Qtr2 actual (validated) data for household waste will be available on the Warwickshire Hub by the end of January 2012.

Hyperlinks to associated Business Unit Plans
[Sustainable Communities Business Unit Plan](#)

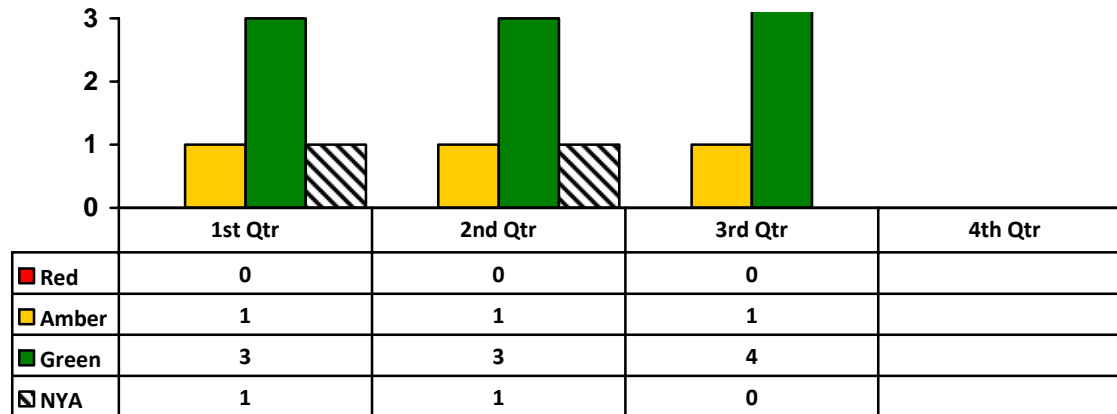
6: Schools & Education

Green



Outcomes:

- Raised levels of educational attainment for all children in Warwickshire
- All children & young people in Warwickshire are healthier



Data Notes

Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year.

Performance is based on Year to Date Forecast.

Measures (Academic Year September 2010 – August 2011)	2009/10 Actual	2010/11 Target	2010/11 Actual	2011/12 Target	
% of Warwickshire schools judged good or outstanding by Ofsted	61%	64%	65%	66%	
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59%	63.5%	61%	64%	
Measures (Financial Year April 2011 – March 2012)	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
% of 16-18 year olds who are not in education, employment or training (NEET)	5.2%	5.2%	5.2%	5.2%	
Prevalence of breast feeding at 6 – 8 weeks from birth	46.5%	46.5%	46.5%	46.5%	
% of children in year 6 who are obese	14%	NYA	NYA	14%	

Commentary and Key Actions Taken

Secondary

- The Local Authority (LA) has always set ambitious targets, being aggregated from individual pupil targets, which has contributed to a steady increase in attainment of over 3 percentage points (ppt) per annum since 2008, consistently 2-3ppt below target
- Over the same period on this measure, Warwickshire has performed consistently 3ppt above the national average, including in

2011

- On a different measure of attainment, (5+A*-C) we have been exactly at the national average since 2008. In 2011 however, there has been a 6 ppt rise to 82%, greater than the 4 ppt rise nationally, which puts us 2 ppt above the national average.
- During that period, the LA was able to provide support, advice and challenge to all secondary schools through the School Improvement Partner programme and the National Strategies Advisory Team
- During the last academic year, national funding for these programmes has ceased, with the resulting loss of expertise, and 14 secondary schools have converted to academy status. A further ten will convert by the end of the financial year.
- In this context, the LAs potential to influence improvements in educational attainment is increasingly constrained. Section 72 of the Education and Inspections Act 2006 places a statutory duty on LAs in respect of schools causing concern, as well as containing guidance for LAs on intervention powers and obligations. This guidance will be reviewed now that legislative changes have come into effect as a result of the Education Bill being passed.
- In the interim and preparing for a future where the relationship between schools and the LA will be very different, officers are working closely with head teachers and senior leaders to develop a sustainable system of supportive arrangements, including Teaching Schools, Local Leaders in Education, senior and middle leadership networks and head teacher consultative and strategic partnerships.
- The NEET 2011/12 target set by GOWM in 2004 was 4.4% but the County Strategic Partnership has agreed to change the NEETS target of 4.4% to that of maintaining last year's target of 5.2% as reported at Qtr 2. Current figures are forecasting that we will meet the target set and for November and December we are averaging 4.6% for November and December which is above the target set. The current state of the job market, cuts to EMA and other local government funding will have impacted on this but we are still looking to improve on last year's rate and at the same time achieve our best ever 16-18 NEET rate

Primary

- 64% of infant, junior and primary schools were judged good or outstanding by Ofsted.
- We continue to monitor closely those schools at risk of failing, and to broker and commission support where appropriate.
- 76% of pupils in Warwickshire attained Level 4 and above in both English and Maths at the end of Key Stage 2, which is two percentage points above the national figure.
- The key focus for schools is on improving progress outcomes for pupils at the end of Key Stage 2, which are currently in line

with the national figures for pupil progress in English and in mathematics.

- *School to School Support* will be the key driver for school improvement as the role of the Local Authority changes. This will include support for satisfactory schools moving to good or outstanding. *School to school support* systems are being developed and facilitated by LA officers and include:
 - Teaching School
 - National and Local Leaders in Education
 - Professional Learning Communities (PLCs) where groups of schools in a locality work together to improve learning and well being outcomes for pupils in their community.

Hyperlinks to associated Business Unit Plans

[Learning & Achievement Business Plan](#)

[Early Intervention Business Plan](#)

7: Organisation

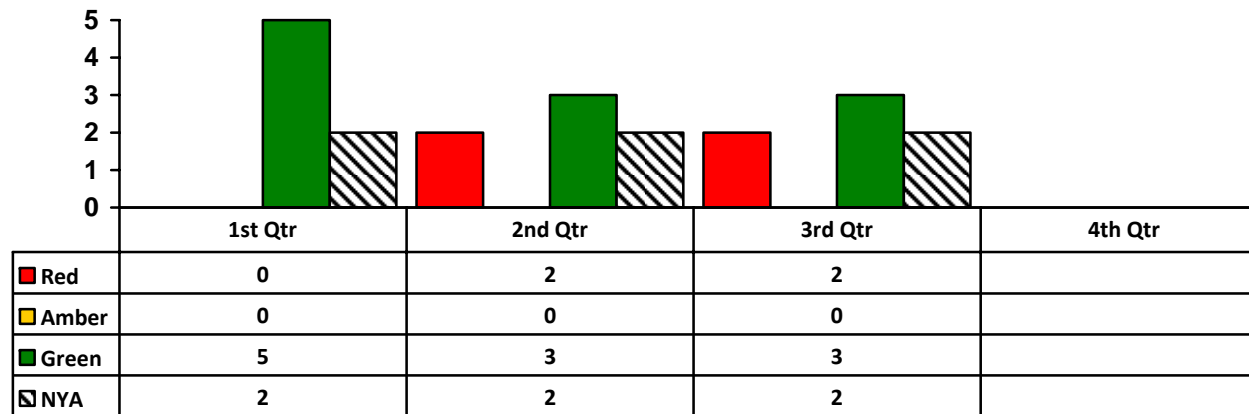
Green



Outcomes:

- Services are better delivered locally to our residents and business across Warwickshire & the sub region
- Warwickshire County Council is open, transparent & accountable

- Costs are reduced by using less property (non schools)
- Warwickshire County Council is recognised as being a good employer



Data Notes

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Yes	Yes	Yes	Yes	
Established principles of WCCs market position including approach to maximising income by 2012	Yes	Yes	No	No	
The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	Yes	
Net variation to budget	+1/-1%	-0.60%	-2.6%	-1.5%	
% of our retained operational property portfolio having optimum utilisation	57%	76%	81%	79%	
% staff who are flexible workers	New measures	Please see commentary below			
% satisfaction that the Council is a good employer	74%	Please see commentary below			

Commentary and Key Actions Taken

Services are better delivered locally to our residents and business across Warwickshire & Sub region

We now have an agreed approach to strategic commissioning of services in place which is ahead of the target set of April 2012.

It has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently. For 2012/13, we are proposing that this measure be deleted from the Corporate Business Plan

Costs are reduced by using less property: % staff who are flexible workers

We are continuing to investigate a reliable way to gather information about staff classified as flexible workers. The current proposal is to use HRMS Self Service for managers to record where a flexible working agreement exists for each member of staff. However, this will require additional resources from HRMS team to implement and these are not currently available.

Warwickshire County Council is recognised as being a good employer

There will not be a full staff satisfaction survey carried out in 2011. However, we are proposing to run 'pulse' surveys on specific issues during this year. The approach to getting the staff survey 'back on track' at its original time in the year has been discussed and agreed with our external IIP assessor. The 2012 staff survey will be delivered in June 2012.

Hyperlinks to associated Business Unit Plans

[Service Improvement & Change Management Business Unit Plan](#)

[HR & Organisational Development Business Unit Plan](#)

[Physical Assets Business Unit Plan](#)

[Customer Service Business Unit Plan](#)

[Law & Governance Business Unit Plan](#)

[Finance Business Unit Plan](#)

4. Summary of Performance for our Key Performance Measures by Ambition

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
<u>Ambition 1: Community & Customers</u>					
% of people who feel they can influence decision in their local area	Resources	Green	Green	Amber	↔
% Satisfaction level with the quality of services received	Resources	Green	Green	Amber	↔
% Satisfaction with local area as place to live	Resources	Amber	Amber	Amber	↔
No. of transactions migrated to a cheaper channel as a result of the one front door project	Resources	Not yet available	Not yet available	Not yet available	
Estimate savings associated with the above transactions	Resources	Not yet available	Not yet available	Not yet available	
% of ICT developments completed to budget & time as part of the one front door project	Resources	Not yet available	Not yet available	Not yet available	
<u>Ambition 2: Safety & Protection</u>					
Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction for only 277 KSI by 2015	Communities	Amber	Green	Green	↓
% of core assessments that were completed within 35 working days	Communities	Amber	Amber	Amber	↔
% of de-registrations of children who have had Child Protection plan for more than 2 years	Communities	Red	Red	Red	↑
% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time	Communities	Green	Green	Green	
Incidents of serious acquisitive crime (per 1,000)	Communities	Amber	Amber	Green	↓
Incidents of ASB	Communities	Green	Green	Green	↑
Incidents of all violent crime (per 1,000)	Communities	Amber	Amber	Green	↑
No fire related deaths which were preventable per 100,000 population	Fire & Rescue	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
No of injuries in primary fires per 100,000 population	Fire & Rescue	Green	Green	Green	↔
Total number of fires per 100,000 population	Fire & Rescue	Amber	Amber	Amber	↓
<u>Ambition 3: Care & Independence</u>					
The proportion of those using social care who have control over their daily life	People	Green	Green	Green	↔
The proportion of people who use services and carers who find it easy to find information about support	People	Green	Green	Green	↔
Proportion of older people (65+) who are still at home after 91 days following discharge from hospital	People	Green	Green	Green	↔
Admissions to residential care homes per 1,000 population	People	Green	Green	Green	↔
Proportion of people using social care who receive self directed support	People	Green	Green	Green	↔
Delayed transfers of care	People	Green	Green	Green	↔
Transfer of Public Health Function	Communities	Green	Green	Green	↔
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Communities	Green	Green	Green	↔
Healthwatch in operation by 1 st April 2012	Communities	Green	Green	Green	↔
<u>Ambition 4: Enterprise, Transport & Tourism</u>					
The number of individuals undertaking Apprenticeships in the sub-region	Communities	Green	Green	Green	↑
The number employed in key target growth sectors of the sub regional economy	Communities	Green	Amber	Green	↑
Businesses reporting skills shortages	Communities	Amber	Amber	Amber	↑
WCC Cost per passenger journey on County	Communities	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
Council supported services					
Bus services cost per head of population in the county	Communities	Green	Green	Green	↔
Length of highway network where surface treatments was achieved	Communities	Green	Green	Green	↑
Length of highway network where maintenance is needed * no target has been set for this measure	Communities				
<u>Ambition 5: Environment & Housing</u>					
Residual household waste per household is minimised	Communities	Green	Green	Green	↑
Number of corporate projects which deliver CO2 reductions	Communities	Green	Green	Green	↔
The number of extra care housing units available for use by customers eligible for Warwickshire County Council Adult Social Care	People	Green	Green	Green	↑
<u>Ambition 6: Schools & Education</u>					
Note: * measures are based on the Academic School year that runs from September to August		2010/11 Actual	2010/11 Actual	2009/10 Actual	
% Of Warwickshire's schools judged good or outstanding by Ofsted *	People	Green	Green	Red	↑
% of pupils achieving 5 A*-C at GCSE including English & Maths or equivalent *	People	Amber	Amber	Amber	↑
% of 16 – 18 year olds who are not in education, employment or training (NEET)	People	Red	Red	Red	↔
Prevalence of breastfeeding at 6-8 weeks from birth	People	Green	Green	Green	↔
% of children in year 6 who are obese	People	Green	NYA	NYA	↑
<u>Ambition 7: Organisation</u>					
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Resources	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
Established principles of WCC market position including maximising income by 2012	Resources	Red	Red	Green	↓
The annual governance statement is accepted without qualification by the Council's external auditors	Resources	Green	Green	Green	↑
Net Variation to Budget	Resources	Red	Red	Green	↑
% of our retained operational property portfolio having optimum utilisation	Resources	Green	Green	Green	↓
% staff who are flexible workers	Resources	Baseline and approach to be determined by June 2012			
% satisfaction that the council is a good employer	Resources	Staff Satisfaction survey to be carried out in June 2012			

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M10000	% of core assessments that were completed within 35 working days	91	92	84	●	81.8	• This performance reflects the increase in the numbers of referrals received and a significant increase in the numbers of core assessments required to be undertaken. Whilst this figure does not meet the target, it does represent good
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	7.5	7			11.7	• Year End Estimate not available
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	14	13.5	13.5	★	17.9	• This reflects an increase in the numbers of children becoming subject to child protection plans and the complexity of their circumstances. WSCB monitors these indicators also and specific audits are undertaken to ensure that cpp plans
M10003	% of child protection cases which were reviewed within required timescales		100	100	★	100	
M10004	% of initial assessments for children's social care carried out within 7 working days of referral		71	65	●	58.9	• This performance reflects the increase in the numbers of referrals received and a significant increase in the numbers of core assessments required to be undertaken. Whilst this figure does not meet the target, it does represent good
M10005	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption		100	95	●	82.6	• We have been unable to meet the target largely due to the difficulties in progressing plans for adoption through the family justice system .Whilst the target is not met, this performance is positive nationally and regionally.

Social Care & Support - Jenny Wood

2011/12 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
Social Care & Support Services - Head of Service	(5,408)	(1)	(5,409)	(5,237)	172	Planned underspend to offset Learning Disabilities pressures.
Older People & Physical Disability (North) & Specialist Services		28,548	28,548	27,945	(603)	Management action to further establish consistent practice and clear procedures is taking effect, especially relating to early intervention, prevention and personalisation. Due to staff reductions, there have been backlogs in some teams, which translate to in-year reduced expenditure (and increased risks). There has been effective action to maintain very
Older People & Physical Disability (South) & Reviewing Services		23,050	23,050	21,896	(1,154)	
Learning Disabilities	37,486	(16)	37,470	38,203	733	Good work has been undertaken to bring down the cost of some residential placements. Pressure on budgets continues as the service modernisation is still underway, including work with the independent sector. Pump priming some of next year's savings programmes (invest to save) has been an additional cost.
Mental Health	6,097	9	6,106	6,007	(99)	There are some under-spends in the purchasing budget due to efficiencies in purchasing processes & reviewing needs.
Reablement	4,087	2	4,089	3,688	(401)	Budget reflects full year running costs for the new reablement establishment. However, staff transfers did not start until October, with others not moving until early 2012. Savings are reflected in this budget, in reflection of the new alignment
Local Teams - older people and physical disabilities	43,702	(43,702)	0	0	0	Budgets have been restructured and are summarised into the rows above.
Reviewing Service	4,862	(4,862)	0	0	0	
Specialist Services	3,217	(3,217)	0	0	0	
Net Service Spending	94,043	(189)	93,854	92,502	(1,352)	
				Non DSG	(1,352)	
				DSG	0	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Ron Williamson)	982	1,347	1,423	2,580	1,413	2,267	4,181	2,443	Savings from using the care funding calculator are not achieving original targets due to difficulties in negotiating savings with very large and very specialist providers. The closure of a day service centre has happened, but staffing savings have not been realised to the extent expected. These shortfalls are more than offset in 2011/12 by savings from the renegotiation of residential care contracts. Organisational capacity to undertake commissioning, consulting and service package reviewing activities are creating difficulties in the pace of delivery, particularly around day services. The Learning Disabilities portfolio is looking at other options to balance to the original target, for example a review of framework contracts, the consideration of the application of telecare and reablement to learning disabilities services, and using the care funding calculator to help to put the brakes on growth in package costs as well as reducing existing package costs. The Learning Disability strategy has been approved and this allows a number of initiatives to now be progressed.
ASC-04	Domiciliary Care Recommissioning	150	150	150	150	150	150	150	150	This is the full year effect of actions taken in 2010/11, however it should be noted that the result of the current domiciliary care re-tender will not be clear until late in the calendar year, and this tender could have a significant effect on costs and savings.
ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Ron Williamson)	2,117	638	1,144	3,183	865	4,768	3,188	4,158	Reablement savings are forecast to reach the eventual target but will not reach that rate as quickly as forecast, hence the shortfall in 2011/12 but not in 2012/13. The reablement service will be expanded to a larger service in 2011/12 by the transfer of the remaining internal home care service over to the reablement service. This will accelerate reablement savings back closer to the target and will also increase homecare modernisation savings above the target - as they were originally forecast to be achieved through natural turnover and will now be achieved through a pro-active expansion of the reablement service. Some of the additional money from health will be used to cover reablement expansion and transitional costs which will allow the full net

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-10	Adult Social Care charging review (led by Ron Williamson)	2,344	1,675	2,344	3,240	1,568	3,240	3,250	3,250	Phase 1 and Phase 2 have been implemented. Savings from the charging review will be the sum of the full year effect of the Phase 1 increases in December 2011, plus the effect of the April 2011 increases, plus the part year effect of the October 2011 increases (Phase 3). We do not have all the data we need to report the actual impact of the April 2011/12 increases in time for this report. There may be some delays to Phase 3 or parts of Phase 3 but it is not possible yet to confirm if they would mean the charging review will miss its target for 2011/12.
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services (Joint with Ron Williamson)	239	79	158	502	218	436	647	561	The closure of an internal day service centre has progressed. One external day service contract has been decommissioned, and another is going through a notice period to decommission. Savings from the care funding calculator are lower than planned due to a decision to focus care funding calculator capacity on learning disabilities clients first as greater benefits are likely in that area. Further savings within physical disabilities services are unlikely during 2011/12 and the adult social care transformation board are considering alternatives within other transformation portfolios.
ASC-13	Improving the Customer Journey	0	0	0	0	0	0	2,000	0	Information and advice, early intervention, embedding Personalisation, and associated changes to staff working practices (e.g. mobile working and improved IMT) are indicated to have a cumulative effect. Work will be initiated in 2012/13 to align the specific changes to expected savings, which cumulatively are anticipated at around
ASC-15	Mental health transformation	404	404	404	548	548	548	578	578	
ASC-16	Reduced spending on service development	410	308	410	510	383	510	610	610	Savings should be delivered but until the total pressure on transformation spending is finalised the "currently delivered" savings cannot be said with certainty to meet the
ASC-19	Mental capacity	52	52	52	52	52	52	52	52	
ASC-21	Information, advice and low level services	184	138	184	245	138	245	245	245	There have been delays in initiating a review of some low level services due to commissioning capacity, however a review has now started with a target completion date of September 2011. Slippage in savings from the original low level service plans have been covered by alternative savings identified on other contracts.
New	Other savings initiatives	0	284	284	0	284	284	0	284	A number of other initiatives to save have been pursued including: minimising inflationary increases on service contracts, and setting previously area based grant budgets without adding back the topslice applied in 2010/11
Total		6,882	5,075	6,553	11,010	5,619	12,500	14,901	12,331	
Target			6,882	6,882		11,010	11,010		14,901	
Remaining Shortfall/(Over Achievement)			1,807	329		5,391	(1,490)		2,570	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10608000	Mental Health Grant 2010/11	32	137	0	0	169	32	137	0	0	169	0	0	
10610000	Adult Social Care It Infrastructure Grant 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
10611000	Adult Social Care It Infrastructure Grant 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10605002	Netherfield	33	0	0	0	33	33	0	0	0	33	0	0	
11010000	Ingleby Foundation - Thistledome Phase 2	71	47	0	0	118	71	47	0	0	118	0	0	
10601000	Mental Health 2007/08	155	21	0	0	176	155	21	0	0	176	0	0	
10607000	Mental Health 2009/10	142	43	0	0	186	142	43	0	0	186	0	0	
		434	248	0	0	681	434	248	0	0	682	0	0	

Performance Indicators

Please note the performance indicators shown here relate to the whole of adult social care

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress
M08000	The proportion of those using social care who have control over their daily life	?	68	68	★	68	
M08001	The proportion of people who use services and carers who find it easy to find information about support	?	46	46	★	46	
M08002	Proportion of adults with a learning disability in settled accommodation	53.2	70	58	▲	?	<ul style="list-style-type: none"> Improvement Activity The transformation programme for Learning Disability services has a target of reducing the number of customers in residential care by 75 over 3 years. This will be achieved by providing a range of supported living opportunities, including extra care where a new 10 places has recently opened and a further 24 places are earmarked. Warwickshire is part of the 'KeyRing' scheme which supports vulnerable people to live in the community and we are working with the District and
M08003	Proportion of adults with a learning disability in employment	5.9	11	6.5	▲	?	<ul style="list-style-type: none"> Improvement Activity Adult, Health and Community Services are currently reviewing their supported employment service with a view to increasing the capacity. In addition we are now an accredited signposting agency for Remploy, a national agency
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation	76.7	80	80	★	80.5	
M08005	Proportion of adults in contact with secondary mental health services in employment	19.4	20	20	★	19.6	
M08006	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services	86.3	85	86	★	86	<ul style="list-style-type: none"> Indicator Commentary Actual information for this indicator is not available until April, local information has been used for a quarter 3 estimates
M08007	Proportion of customers receiving a review	77	85	80	●	60.8	<ul style="list-style-type: none"> Improvement Activity An external provider has been commissioned to complete 1,000 self direct support reviews by 31st March 2012. This will increase the outturn by approximately 10%
M08008	Proportion of people whose outcome measures are fully or partially achieved at completion of reablement	60	70	75	★	77	
M08009	Total Value of homecare packages	635493	600000	570000	★	581271	
M08010	Total Homecare Hours being delivered	55245	50000	50000	★	51999	
M08011	Admissions to residential care homes per 10,000 population	57.5	57	56	★	38.2	
M08012	Proportion of people using social care who receive self-directed support	29.3	45	47	★	37.8	<ul style="list-style-type: none"> Improvement Activity An external provider has been commissioned to complete 1,000 self direct support reviews by 31st March 2012. Therefore an additional 1,000 people will be receiving personal budgets, this will increase the indicator outturn by up
M08013	Number of carers receiving an assessment in their own right	929	1100	800	▲	649	<ul style="list-style-type: none"> Indicator Commentary Following the roll out of new processes for customers assessments a new process was developed for carers
M08014	Number of carers receiving services provided as an outcome of an assessment or review	2079	2100	1500	▲	1132	<ul style="list-style-type: none"> Indicator Commentary A change in business process has changed services previously classified as carers services to be services for the
M08015	Proportion of Council spend on residential care	51.4	49	49	★	48.7	
M08016	Proportion of adults receiving on-going social care support who are in residential care	30	28	29	●	29.8	
M08017	Number of older people entering residential care direct from hospital as % of all admissions to residential care	43	50	50	★	50.3	
M08018	The number of extra care housing units available for use by customers eligible for WCC Adult Social Care	46	107	119	★	119	
M08019	Delayed transfers of care	18.8	17	16	★	17.2	
M08020	Admissions to specialist residential care as a proportion of all residential & nursing care	18.5	19	19	★	19	
M08021	Cost of specialist residential care as a proportion of all residential & nursing care	17.5	18	18	★	18.1	

Business Manager - Ron Williamson

2011/12 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
Business Manager - Head of Service		1,894	1,894	1,604	(290)	SLAs for carers support showing as underspent as sitting services are now incorporated within the domiciliary care framework and costs will be incurred within social care and support. Some additional transformation funding within this budget has not been needed to support the changes happening within year, but will be needed to drive forward elements of the transformation which commence in 2012/13
Local Provider Services		15,039	15,039	14,433	(606)	Vacancies in services which are winding down, including day-care and homecare services, as demand reduces and vacancies are not replaced. This reflects early realisation of some savings which have been offered for future years and increases the certainty of delivery of those savings. Redundancy costs have been met from one-off funding.
Learning and Development	1,200	(7)	1,193	1,122	(71)	
Business Transformation	2,496	2,194	4,690	4,122	(568)	Transport SLA reduced costs due to effects of transformation (SLA currently under review for future years), reduced PC charges in corporate recharges due to rationalisation of IT usage in the department, vacancies held in the service, reduced publicity and marketing expenditure as greater emphasis placed on the website
Business Support		331	331	310	(21)	
Integrated Information Systems		85	85	85	0	Budgets have been restructured and are shown within the rows above.
Notional Accomodation Review		(923)	(923)	(923)	0	
Adult and Community Learning - Central Division	(93)	93	0	0	0	
Internal Home Care Service	2,245	(2,245)	0	0	0	
Communities and Wellbeing	12,878	(12,878)	0	0	0	
Director of Social Care and Health	45	(45)	0	0	0	
Buildings and Transport AHCS	1,771	(1,771)	0	0	0	
Financial Services AHCS	90	(90)	0	0	0	
Central Adult Resources	17	(17)	0	0	0	
Central Employee Expenses AHCS	423	(423)	0	0	0	
Transformation Office	1,620	(1,620)	0	0	0	
Net Service Spending	22,692	(382)	22,310	20,755	(1,556)	
				Non DSG	(1,177)	
				DSG	(379)	

2011/12 to 2013/14 Savings Plan

14738

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Jenny Wood)	367	354	472	1,100	589	1,178	1,900	1,806	The closure of two residential care homes early is progressing as planned. The full cost charging for new customers of internal residential care homes has been implemented slightly later than planned but is now implemented. Extra care will deliver some savings on a small scale in 2011/12 although the budget assumed for prudence that it would not. These small but additional savings result in total savings above the 2011/12 target. Certainty around the delivery of 2012/13 savings depends heavily upon the outcome of the review of the sale, joint venture, or closure of the remaining 8 internal residential care homes. Savings from charging full cost for internal residential care to new customers depend very much on how customer choice is impacted by the change, therefore these savings are difficult to predict in advance. The risk is mitigated in two ways: (1) The amount of savings from this are a relatively small part of the total target and (2) these savings are temporary and will in due course be superseded by savings from the sale, joint venture or closure of
ASC-11	Day Care Services for Older People and Older People Mental Health	130	59	130	184	117	184	184	184	Good progress has been made ceasing former block contracts and moving to spot arrangements with providers, where users want to continue to use a traditional style
ASC-18	Workforce development	116	116	116	116	116	116	116	116	
New	Continuing Review of Business Processes and Efficiencies				134		134	234	234	
New	Staffing savings	0	284	284	0	284	284	0	284	These savings are part of the £2m "Improving the Customer Journey" savings delivered across adult social care at the beginning of April 2011. (ASC-13)
	Total	613	813	1,002	1,534	1,106	1,896	2,434	2,624	
	Target		613	613		1,534	1,534		2,434	
	Remaining Shortfall/(Over Achievement)		(200)	(389)		428	(362)		(190)	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10593000	Homes For Elderly People Upgrade - 2003/04	84	109	0	0	192	84	109	0	0	192	0	0	
10602000	Whitnash - Lawns HFE Refurbishment	36	614	0	0	650	36	614	0	0	650	0	0	
10613000	CAF Development Team - Social Care IT 2009/10	0	110		0	110	0	110	0	0	110	0	0	
10613002	CAF Development Team - Social Care IT 2010/11	0	1,312	438	0	1,750	0	1,312	438		1,750	0	0	
11019000	Social Care Reform Grant 10/11	0	0	32	0	32	0	0	32	0	32	0	0	
11019000	Social Care Grant 10/11 -Bedworth Chapel Street	0	0	250	0	250	0	0	250	0	250	0	0	
10594000	AHCS Vehicle & Equipment Replacement Base Programme 2010/11	24	0	90	0	114	24	0	90	0	114	0	0	
10614000	Care Homes Fire Regulations	63	529	0	0	592	63	481	48	0	592	(48)	0	
10610000	Adult Social Care It Infrastructure Grant 2009/2010	75	35	40	0	150	75	0	75	0	149	(35)	(0)	
10611000	Adult Social Care It Infrastructure Grant 2010/2011	0	0	160	0	160	0	0	160	0	160	0	(0)	
11020000	Adult Social Care Modernisation And Capacity 2011/12	0	1,151	0	0	1,151	0	1,151	0	0	1,151	0	0	
11021000	Adult Social Care Modernisation and Capacity 2012/13	0	0	1,182	0	1,182	0	0	1,182	0	1,182	0	0	
10030000	CYPF ICT Upgrade	0	0	0	0	0	89	55	31	0	175	55	175	Project transferred from Strategic Commissioning
		282	3,859	2,192	0	6,333	371	3,832	2,305	0	6,508	(28)	175	

Strategic Commissioning

2011/12 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
Strategic Commissioning - Head of Service	1,344	(183)	1,161	1,054	(107)	
		933	933	603	(330)	Subsidy on meals service ceased (link to charging changes - now at full cost), giving £150k savings in year. Staffing vacancies and reduced spend on the quality improvement partnership have also contributed to the size of the underspend. This is as a result of restructuring and a changed focus to market facilitation.
Older people, Physical Disability, Intelligence and Market Facilitation Commissioning Support	1,761	(354)	1,407	1,293	(114)	
Multi-Agency Commissioning	1,713	57	1,770	1,673	(97)	
Care Accommodation and Quality/Supporting People Programme	9,400	564	9,964	9,988	23	
Customer and Carer Engagement (D)	1,277	(4)	1,273	1,186	(88)	
Special Education Needs - Commissioned	26,958	(26,958)	0	0	0	Budgets have been restructured and have moved to Learning and Achievement or have been shown in the rows above.
Notional Accommodation Review	(1,681)	1,681	0	0	0	
Business Performance and Information	867	(867)	0	0	0	
Commissioning	0	0	0	0	0	
Contracting and Procurement	527	(527)	0	0	0	
Head of Strategic Commissioning	60	(60)	0	0	0	
Other Supporting People Grants	37	(37)	0	0	0	
Net Service Spending	42,263	(25,754)	16,509	15,797	(712)	
				Non DSG	(649)	
				DSG	(63)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-17	Housing support	400	400	400	800	800	800	1,200	1,200	
ASC-20	Carers	166	125	166	250	188	250	350	350	
CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	836	645	645	1,319	645	958	1,734	1,598	The savings target to remove the subsidy for Speech & Language therapy has been reprofiled over two years, with funding being achieved through the revised use of grants target.
New	Staffing savings	0	321	321	0	321	321	0	321	These savings are part of the £2m "Improving the Customer Journey" savings delivered across adult social care at the beginning of April 2011. (ASC-13)
	Total	1,402	1,491	1,532	2,369	1,954	2,329	3,284	3,469	
	Target		1,402	1,402		2,369	2,369		3,284	
	Remaining Shortfall/(Over Achievement)		(89)	(130)		415	40		(185)	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10030000	CYPF ICT Upgrade	89	55	31	0	175	0	0	0	0	0	(55)	(175)	Project transferred to Business Manager
TBA	Short breaks for Disabled Children (DfE Capital Grant)	0	304	0	0	304	0	0	0	0	0	(304)	(304)	Project transferred to Learning and
		89	359	31	0	479	0	0	0	0	0	(359)	(479)	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M12000	Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)		46.5	46.5	★	45.8	• Quarter delay in data - relates to previous quarter
M12001	Percentage of children in Year 6 with height and weight recorded who are obese	15.1	14	14	★	15.1	
M12002	Percentage of children in Reception with height and weight recorded who are obese		7.3				• Data not available
M12003	Under 18 conception rate (pe 1000 females 15-17)	36.3	35	37	●	30.5	• Annual Figure
M12004	Emotional well being: Children & young people know how to manage their feelings & emotions		72.2	84.2	★	84.2	• Annual Figure - ECM Survey
M12005	Alcohol related admissions for under 16s (rate per 100,000)		65	63.9	★	63.9	• Annual Figure

Early Intervention and Family Support - Elizabeth Featherstone

2011/12 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
Early Intervention & Family Support - Head of Service including Targeted Intervention	3,339	(1,594)	1,745	1,427	(318)	This under-spend relates mostly to unallocated Early Intervention grant which was earmarked to cover the riskier service savings plans - the plans are on track and hence the forecasted under-spend.
Transformation Programme	416	55	471	280	(191)	
Early Intervention - North	3,240	1,538	4,778	3,218	(1,560)	Youth Service - the underspend relates to restructuring and the achievement of savings in advance of future savings
Early Intervention - South (formerly Family & Parenting)	2,367	(11)	2,356	2,155	(201)	Education Social Work - the underspend is the result of vacancies / part year effect of savings as the service prepares for restructuring and phasing out of non-statutory service provision by April 2012
Early Intervention - East	1,055	(0)	1,055	1,106	51	
Pupil Referral Unit	2,822	0	2,822	3,354	532	PRU - the overspend is a result of higher agency/staffing costs, additional client travel expenditure and the effect of the removal of the Educating Children Out of School (ECOS) budget.
Childrens Centres' & Early Years	8,027	(0)	8,027	7,880	(147)	
Net Service Spending	21,266	(13)	21,253	19,419	(1,833)	
				Non DSG	(2,034)	
				DSG	200	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-01	Transforming services for children and families	715	715	782	1,632	715	1,532	2,540	2,540	The development programme is well underway and the review of Tier 3 service
CY-S-08	Alternative use of grants within Childrens Services	750	883	883	992	883	1,442	2,336	2,336	Following the announcement of the reduction in grants, a review was undertaken. This was completed in January with planned services and projects stopping from April. The approach is to deliver Early Intervention work according to three core strategic areas; Early Years; Transition; Targeted Interventions. For some services, previously funded through grants, it is recognised that a longer time frame is required to deliver the savings. As such headroom was included within the savings target to allow for this.
CY-S-06	Community and Play- reduction in services	873	623	873	2,690	623	2,840	3,611	3,611	The first element of the Youth Service premises review has been considered at Cabinet's June meeting and the review of targeted support continues. Savings are on a pro rata basis although the full year effect is expected to be achieved by the year
	Total	2,338	2,221	2,538	5,314	2,221	5,814	8,487	8,487	
	Target		2,338	2,338		5,314	5,314		8,487	
	Remaining Shortfall/(Over Achievement)		117	(200)		3,093	(500)		0	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
11014000	Early Years and Sure Start Childrens Centres	0	199	102	0	301	0	42	148	0	190	(157)	(111)	This scheme has been reduced to fund the allocations to individual schemes, below.
10231000	Birchwood - Polesworth (Ph 2) Children's Centre	0	0	0	0	0	0	6	0	0	6	6	6	
10037000	Austrey Ce Primary School Modular Refurbmt	0	0	0	0	0	0	(3)	0	0	(3)	(3)	(3)	
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	0	0	0	0	0	0	5	0	0	5	5	5	
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Childrens Centre	315	(0)	0	0	315	315	2	0	0	317	2	2	
10043000	Coleshill Primary School Phase 3 Childrens Centre	495	61	11	0	567	495	59	13	0	567	(2)	0	
10074000	Cawston Primary School Phase 3 Childrens Centre	313	18	0	0	331	313	18	0	0	331	0	0	
10073000	Nuneaton St Nicholas Clinic Phase 3 Childrens Centre	343	8	0	0	351	343	8	0	0	351	0	0	
10069000	Wolston Library Phase 3 Childrens Centre	174	18	0	0	192	174	18	0	0	192	0	0	
10033000	Wellesbourne Library Phase 3 Childrens Centre	509	0	0	0	509	509	0	0	0	509	0	0	
10056000	Shipston Primary School Phase 3 Childrens Centre	536	0	0	0	537	536	3	0	0	539	3	3	
10045000	Bishops Itchington Primary School Childrens Centre	165	3	0	0	168	165	0	0	0	166	(2)	(2)	
10024000	Nuneaton/Abbey Childrens Centre & Extension at Hatters	138	12	0	0	150	138	12	0	0	150	0	0	
10904000	Early Intervention Service Teaching & Learning Centre	62	3	0	0	65	62	0	0	0	62	(3)	(3)	
		3,051	321	113	0	3,485	3,051	170	161	0	3,381	(151)	(104)	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M09000	Reduce the % of 16 - 18 year olds not in education employment or training (NEET)	5.2	3.6	5.2	▲	4.4	• Warwickshire are currently above target for the 16-18 NEETs, averaging 4.6% for November and December. The current state of the job market, cuts to EMA and other local government funding will have impacted on this but we are
M09001	% of schools with EIS Support with a trend of reducing exclusions (by primary and secondary school)		?				
M09002	% evaluations of individual common assessments demonstrate improved outcomes for children & young people		70				
M09003	% of cases that have resulted in a positive outcome for the child		70				
M09004	% of family group conferences that prevent young people going into LA accommodation within one year		70	90	★	100	• Figure calculated on the number of closed cases during each quarter.
M09005	% parents accessing financial benefits		?			65.7	• Year End Estimate not available
M09006	% 3 - 5 year olds accessing free childcare entitlement		100				
M09007	% parental satisfaction with service		95				

Learning and Achievement - Mark Gore

2011/12 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
Schools - Head of Service	4,370	(68)	4,302	6,588	2,286	Redundancy Costs - this overspend is the result of the large number of various CYPF services redundancy costs. It will be funded, where appropriate, via the Service Re-alignment fund and CYPF residual reserves / planned underspends.
Secondary Phase	744	(0)	744	744	(0)	
Strategy for Change (formerly County Music Service & Service Manager)	2,340	94	2,434	2,095	(339)	County Music Service - the underspend relates in part to significantly reduced operating costs arising from staff restructuring & redundancy, residual use of TSF grant funding available in the first 5 months of 2011/12. The late notification of the Federation of Music grant led to delays in implementation of plans.
Access & Organisation (formerly Pupil & Student Support including Transport, Schools & Community & School Organisation)	10,805	11,814	22,619	21,998	(622)	School Transport - continued procurement savings as well as route and service rationalisation has resulted in this forecast underspend; an overachievement of savings in advance of future years targets
Primary & Early Years Phase (formerly School Improvement & Early Years)	15,355	(11,820)	3,535	3,532	(2)	
Special Education Needs		27,049	27,049	28,097	1,048	Education Out of County - The closure of the primary PRU has impacted on out county placements as WCC only has a small number of EBD places at River House and no specialist ASD places. The outcome of SEN Tribunals has also led to an increase in the out county expenditure. In Year Education Statements - The number of statements increased significantly during the last financial year and this continues to rise. The complexity of need of children and young people is increasing - resulting in the average statement value continuing to increase. Both of these over-spends will be funded from savings elsewhere in the DSG central services budget as well as DSG balances
Adult and Community Learning (D)		(93)	(93)	(123)	(30)	
Targeted Contingency for Schools ISB & PFI	6,271	1	6,272	8,508	2,236	One off allocations agreed by the School Forum - for example £1.6m for revenue contributions for School Capital, £0.8m for redundancies & early retirements. This over-spend is funded from DSG balances.
Net Service Spending	39,885	26,978	66,863	71,440	4,577	
				Non DSG	1,140	
				DSG	3,437	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-04	Review services to schools and families	1,171	1,149	1,149	2,524	1,749	2,305	2,524	2,305	Staffing structures are being reduced and charging to schools is planned for relevant services. The delivery of second year plans are largely dependent on buyback from schools. This will be closely monitored with a review on staffing in the event of reduced trading income
CY-S-07	School/College Transport	1,087	817	1,193	2,614	1,087	1,942	3,114	3,114	Cabinet approval has been granted across these services and full consultation about potential charges has been carried out and reported through to Cabinet. The delivery of future years targets are dependent on the number of young people choosing to use transport services, which may be impacted upon by the implementation of charging policies. This is a wholly commissioned service through E&E where route rationalisation is reviewed in the event of reducing numbers. SEN transport savings are dependent on a future reduction in the number of statements that are issued, which is not currently expected in-line with previous forecasts. However, all policies regarding children with SEN will be considered as part of the SEN Green Paper, which will include Home to School Transport.
	Total	2,258	1,966	2,342	5,138	2,836	4,247	5,638	5,419	
	Target		2,258	2,258		5,138	5,138		5,638	
	Remaining Shortfall/(Over Achievement)		292	(84)		2,302	891		219	

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10223000	Exhall Grange School Reorganisation	4,494	80	0	0	4,574	4,494	8	0	0	4,502	(72)	(72)	
10536000	Harnessing Technology Grant 2010/11	50	1,069	0	0	1,119	50	1,069	0	0	1,119	0	0	
10527000	Primary Capital Programme (Government Allocation) 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10544000	Basic Need Schemes 2010/11					0					0	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	9,062	11,838	0	0	20,900	9,062	11,838	0	0	20,900	0	0	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,675	380	0	0	10,055	9,675	380	0	0	10,055	0	0	
10425000	Rugby Harris Secondary School Extension	3,839	541	36	209	4,625	3,839	231	0	0	4,070	(310)	(555)	Project split and school contribution to scheme spent at the school (devolved) for VAT reasons.
10356000	Warwick Aylesford Security and Bus Set Down	71	368	0	0	439	71	198	164	0	434	(170)	(5)	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	43	238	315	0	596	43	605	0	0	647	367	52	This increase relates to an increase in scope of the project which is fully funded by the client.
10027000	Stratford Primary Places Alveston Extension	1,079	204	17	0	1,300	1,079	221	0	0	1,300	17	0	
10513000	Education Capital - Earmarked Capital Receipts	0	0	8,042	0	8,042	0	0	4,103	0	4,103	0	(3,939)	Allocation to Gun Hill & Herbert Fowler
TBC7	Amalgamation of Gun Hill and Herbert Fowler Schools	0	0	0	0	0	0	50	1,420	2,280	3,750	50	3,750	scheme as approved by Council on 13 December 2011. The remainder of the reduction relates to a decrease in the forecast of available capital receipts.
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	0	350	0	350	(350)	0	
10036000	Alcester High School Kitchen Extension	0	108	0	0	108	0	106	0	0	106	(2)	(2)	
10526000	Stratford Bridgetown Primary Extension	104	1,831	65	0	2,000	104	1,262	884	0	2,250	(569)	250	The scope of this scheme has now been finalised and costs are higher than the initial assessment.
10044000	Warwick Newburgh Primary Extension	146	1,874	230	0	2,250	146	1,420	1,025	0	2,590	(454)	340	Scheme increase approved by report to Portfolio holder for Finance, Governance & IT on 9/9/11. Additional S106 funding
10060000	Rugby Oakfield Primary Additional Teaching Space	166	0	0	0	166	166	13	0	0	179	13	13	
10075000	Atherstone Arden Hill Inf and Oakfield Junior	46	590	14	0	650	46	591	12	0	650	2	0	
10552000	Southam College All Weather Pitch	25	505	0	0	530	25	505	0	0	530	0	0	
10543000	Southam College Applied Learning Suite	83	1,022	28	0	1,133	83	1,022	28	0	1,133	0	0	
10514000	Queen Elizabeth School All Weather Pitch	0	457	0	0	457	0	472	0	0	472	16	16	
10016000	Schools Access Initiative 2010/11	329	286	0	0	615	329	286	0	0	615	0	0	
10492000	Kitchen And Dining Room Improvement Grant	443	470	0	0	913	443	253	0	0	696	(217)	(217)	A few planned schemes did not happen due to the schools involved deciding to convert to Academy which became a higher priority for them. Other schools reduced the scope of their projects therefore using less grant.
10968000	Basic Need Design	35	55	0	0	90	35	4	0	0	39	(52)	(52)	
10969000	Demolition Of Temporary Classrooms	0	100	0	0	100	0	0	100	0	100	(100)	0	
10970000	CYPF Capital Minor Projects	0	450	0	0	450	0	370	100	0	470	(80)	20	
10251000	Stratford High School Extension	4,559	102	0	0	4,661	4,559	102	0	0	4,661	0	0	
10240000	Kingsbury Comprehensive School - New Block	1,603	0	0	0	1,603	1,603	0	0	0	1,603	0	0	
10213000	Wellesbourne Primary School - 2 Temporary Classrooms and Extension	1,297	7	0	0	1,304	1,297	7	0	0	1,304	0	0	
10357000	Rugby Padox Primary Amalgamation	1,732	118	0	0	1,850	1,732	118	0	0	1,850	0	0	
10426000	Rugby Rokeyby Junior and Infant Amalgamation	922	28	0	0	950	922	28	0	0	950	0	0	

10054000	Kineton High Artificial Turf Pitch 09/10	46	480	0	0	526	46	499	0	0	545	19	19
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Agresso Project Code	Description	Approved Budget at Q1					Forecast at Quarter 2					Variation at Q2		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10051000	Stratford Primary Places The Willows Extension	419	186	5	0	610	419	251	4	0	674	65	64	Increase in cost relates to additional works due to discovery of culvert, asbestos issues, additional works to the roof plus the addition of window replacements added to the project.
10072000	Alcester Grammar School Kitchen Improvements	0	128	0	0	128	0	13	0	0	13	(116)	(116)	
10520000	Henley High Specialist Science Lab	0	0	0	0	0	0	0	0	0	0	0	0	
10049000	Warwick Myton School Kitchen Extension	0	200	0	0	200	0	200	0	0	200	0	0	
10553000	Rugby Ashlawn School Kitchen Extension	0	0	0	0	0	0	0	0	0	0	0	0	
10541000	Kenilworth School Conference and Event Management Facility	0	0	0	0	0	0	0	0	0	0	0	0	
10533000	Rugby Ashlawn Sch Engineering Workshop	0	0	0	0	0	0	0	0	0	0	0	0	
10532000	Nicholas Chmaberlaine Construction Work Bays	0	0	0	0	0	0	0	0	0	0	0	0	
10031000	Kenilworth Burton Green Primary Temp Classrm Replacement	151	240	8	0	400	151	242	7	0	400	2	0	
10525000	Stratford College Engineering and Built Environment	75	675	0	0	750	75	675	0	0	750	0	0	
10510000	North Warkwickshire and Hinckley College Engineering and Built Environment Space	1,011	489	0	0	1,500	1,011	489	0	0	1,500	0	0	
10300000	Minor Works Unallocated DFC Fund	190	76	0	0	266	190	46	0	0	236	(30)	(30)	
10058000	Rugby Lawrence Sheriff Cooking Space	335	0	0	0	335	335	10	0	0	345	10	10	
10291000	Schools Minor Capital Works 2008/09	1,511	111	0	0	1,622	1,511	91	0	0	1,602	(20)	(20)	
11008000	Nuneaton Academy Project Support Funding	57	93	0	0	150	57	93	0	0	150	0	0	
10071000	Alcester High Cooking Space	12	338	0	0	350	12	338	0	0	350	0	0	
10026000	Stratford King Edward VI Cooking Space	115	230	0	0	345	115	230	0	0	345	0	0	
10521000	Warwick Aylesford Language Lab Upgrade	0	0	0	0	0	0	0	0	0	0	0	0	
10547000	Warwickshire College Land Based Diploma	40	0	0	0	40	40	0	0	0	40	0	0	
10145000	Newbold On Avon, Avon Valley School Improvements - Phase 3 New Build		(10)	0	0	(10)	0	(3)	0	0	(3)	8	8	Settlement of final account now complete at a slightly higher than
10349000	Galley Common Infant School, Extension	0	1	0	0	1	0	3	0	0	3	2	2	
10262000	Education Modernisation 2009/10 - PSD Schemes	0	2	0	0	2	0	2	0	0	2	0	0	
10218000	Henley-In-Arden High, Specialist Status	0	2	0	0	2	0	2	0	0	2	0	0	
10371000	Brookhurst Primary School, Extension	0	5	0	0	5	0	0	0	0	0	(5)	(5)	
10549000	Nuneaton Hartshill School Kitchen Improvements	0	6	0	0	6	0	6	0	0	6	(0)	(0)	
10111000	Nuneaton, Oak Wood School	0	12	0	0	12	0	12	0	0	12	0	0	
10089000	Studley Community Infants School - Modernisation	0	22	0	0	22	0	22	0	0	22	0	0	
10046000	Stratford Primary Places - Bishopton Extension	0	23	0	0	23	0	23	0	0	23	0	0	
10232000	North Leamington Community School and Arts College and Residential Scheme	0	26	0	0	26	0	26	0	0	26	0	0	
10140000	Alcester - St Nicholas School	0	49	0	0	49	0	49	0	0	49	0	0	
10506000	Stratford Welcombe Hills Quiet Room and Security	0	59	0	0	59	0	59	0	0	59	0	0	
10451000	Stratford Ettington Primary Additional Classroom	0	63	0	0	63	0	63	0	0	63	0	0	
11015000	Schools Maintenance And Capacity	0	8,631	0	0	8,631	0	0	4,884	0	4,884	(8,631)	(3,747)	This allocation has been reduced to fund the increased scheme budgets, below, which are reported separately to Cabinet elsewhere on this agenda.
TBC2	Long Lawford Primary (pupil places)	0	0	0	0	0	0	0	450	663	1,113	0	1,113	Reported to Cabinet elsewhere on this agenda.
TBC3	Boughton Leigh Infants (pupil places)	0	0	0	0	0	0	0	85	463	548	0	548	Reported to Cabinet elsewhere on this agenda.
TBC4	Newdigate Primary (pupil places)	0	0	0	0	0	0	0	250	585	835	0	835	Reported to Cabinet elsewhere on this agenda.

Agresso Project Code	Description	Approved Budget at Q1					Forecast at Quarter 2					Variation at Q2		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
TBC5	Lillington Primary (pupil places)	0	0	0	0	0	0	0	320	895	1,215	0	1,215	Reported to Cabinet elsewhere on this agenda.
TBC6	Nathaniel Newton Infant (pupil places)	0	0	0	0	0	0	0	50	0	50	0	50	Reported to Cabinet elsewhere on this agenda.
11064001	The Willows Primary Extension (Pupil Places)	0	1,754	846	0	2,600	0	247	2,539	56	2,842	(1,507)	242	Reported to Cabinet elsewhere on this agenda.
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	0	59	291	0	350	0	44	255	0	299	(15)	(51)	
11066000	St Michaels Primary Extension (Pupil Places)	0	367	183	0	550	0	83	478	0	560	(284)	10	
11067000	Camp Hill Primary Extension (Pupil Places)	0	830	470	0	1,300	0	245	1,030	0	1,275	(585)	(25)	
11068000	Wembrook Primary Reorganisation (Pupil Places)	0	234	116	0	350	0	100	255	0	355	(133)	5	
11069000	Sydenham Primary Extension (Pupil Places)	0	925	953	122	2,000	0	100	1,200	601	1,901	(825)	(99)	
11070000	Emscote Infants Extension (Pupil Places)	0	434	216	0	650	0	70	567	19	656	(364)	6	
11071000	Shipston Primary Alterations (Pupil Places)	0	167	83	0	250	0	30	370	5	405	(137)	155	Reported to Cabinet elsewhere on this agenda.
11072000	Glendale Primary Alterations (Pupil Places)	0	50	0	0	50	0	50	0	0	50	0	0	
11073000	All Saints Junior Extension (Pupil Places)	0	34	439	327	800	0	44	556	16	616	10	(184)	Reported to Cabinet elsewhere on this agenda.
10481000	Education Modernisation 2010/11 - PSD Schemes	0	437	0	0	437	0	221	0	0	221	(216)	(216)	Transfer of budget from old block
11074000	School Modernisation Block Header: Repairs and Maintenance	0	1,060	600	0	1,660	0	1,276	600	0	1,876	216	216	allocation for Modernisation to 2011/12 allocation for Modernisation, see
11074021	Stratford High School - Roof Replacement	0	340	0	0	340	0	340	0	0	340	0	0	
11075000	ICT Block Header	0	500	0	0	500	0	350	150	0	500	(150)	0	
11076000	Schools Access Initiative Block Header	0	950	0	0	950	0	70	880	0	950	(880)	0	
TBC7	Short breaks for Disabled Children (DfE Capital Grant)	0	0	0	0	0	0	0	304	0	304	0	304	Project transferred from Strategic Commissioning
10433000	Education Capital - Unallocated	0	109	0	0	109	0	0	102	0	102	(109)	(7)	
		43,765	43,456	12,959	658	100,837	43,765	27,868	23,521	5,583	100,737	(15,587)	(100)	

Performance Information

CBP: Raised educational attainment (Academic Year September 2010 - August 2011)

Ref	Measure	2009/10 Academic Year Actual	2010/11 Academic Year Target	2010/11 Academic Actual	2010/11 Academic Alert	2011/12 Academic Target	2011/12 Academic Forecast	2011/12 Academic Alert	Progress to Date
M11000	% of Warwickshire schools judged good or outstanding by Ofsted	61	64	65	★	66	65	●	
M11001	% of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent	58.9	63.5	61	●	64	61	●	

CBP: Raised educational attainment (Financial Year 2011 / 2012)

Measure	2010/11 Actual	2011/12 Target	Year to Date Forecast	Year End Alert	Period Actual	Period Alert	Progress to date
M11002 % of 16-18 year olds who are not in education, employment or training (NEET)	5.2	5.2	5.2	★	4.4	▲	Warwickshire are currently above target for the 16-18 NEETs, averaging 4.6% for November and December. The current state of the job market, cuts to EMA and other local government funding will have impacted on this but we are still looking to improve on last year's rate and at the same time achieve our best ever 16-18 NEET rate.

Raised levels of educational attainment for all children in Warwickshire (Academic Year Sept-Aug 11)

	Measure	2009/10 Academic Actual	2010/11 Academic Target	2010/11 Academic Actual	2010/11 Academic Alert	2011/12 Academic Target	2011/12 Academic Forecast	2011/12 Academic Alert	Progress to Date
M11003	Number of primary schools performing below the KS2 floor target of 60% for at least two consecutive years	10	9	11	▲	4	4	★	
M11004	Achievement gap between pupils eligible for free school meals and their peers achieving level 4 at Key Stage 2	26	20	26	▲	18	18	★	
M11005	Achievement gap between pupils eligible for free school meals and their peers achieving 5 GCSEs A*-C including English and Maths	33	31	33	▲	28	28	★	
M11006	Looked after children achieving level 4 at Key Stage 2 in English	43	55.2	33	▲	69	69	★	The targets that were set originally were considered to be too low by the National Strategies/ DCSF even though they were based on the previous performance at KS1 of the members of the cohort who were in care when the targets were set. Therefore we were asked to raise them in line with national expectations for that group even though these were going to be unattainable. Additionally 33% of the cohort had statements of special educational need with a large number of them being educated in specialist provision. However, the Virtual school is putting in measures to support this group of learners in the future.
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths	50	55.2	37	▲	78	78	★	
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent	11	27	15	▲	24	24	★	
M11009	Number of permanent exclusions from school	75	60	79	▲	50	50	★	
M11010	Achievement of a level 2 qualification by age 19	80	80	80.5	★	80.5	80.5	★	

Customer Services - Kushal Birla

2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Customer Contact and E Services	2,199	2	2,201	2,199	(2)	Underspend in customer contact
One-Stop Shops	733	24	757	475	(282)	Underspend on project related expenditure, will be used to cover one-off cost of voluntary redundancy payments in the Library Service
Registration Services	129	(7)	122	(55)	(177)	Overachievement of income
Other Customer Services	188	(1)	187	164	(23)	Delay in recruitment
Library Services	5,765	(58)	5,707	6,141	434	Overspend is due to the one off cost of Voluntary Redundancy payments.
Customer Relations	315	(3)	312	312	0	
Net Service Spending	9,329	(43)	9,286	9,236	(50)	

2011/12 to 2013/14 Savings Plan

Referenc	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CW-CC-	Library Services reconfiguration	400	400	400	861	400	861	1,332	1,332	
CW-CC-03	Integrated model for communications	52	16	32	95	18	32	188	32	Communications savings will be achieved by integrating the Communications function corporately. Head of Service is in dialogue with other Heads of Service to integrate Communications function.
CW-CL-01	Restructure Community Safety and Localities management and teams	0	0	0	18	0	10	8	8	Anticipated £18,000 from a retirement may not be met, due to changes in legislation on compulsory retirement age. Further action underway to realise savings.
CW-CL-12	Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	0	0	0	0	0	0	50	50	The current Complaints Handling review, led by Ron Williamson, is a substantial re-evaluation of what the Council needs to support complaints handling. It is anticipated that it will make recommendations about where human and other resources should be focused. The review is due to be completed in March 2012, and it will be much clearer, at that point, what expectations will be on the current service. At this stage it is anticipated that some income from providing services to other public bodies will support the service to achieve the 2013/14 target. Once the current review is underway, opportunities for income generation, and service consolidation options across other agencies, such as District and Borough Councils and NHS Partners, can be more effectively explored. Alternatively, redundancy options will need to be actively
	Total	452	416	432	974	418	903	1,578	1,422	
	Target		452	452		974	974		1,578	
	Remaining Shortfall/(Over Achievement)		36	20		556	71		156	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10643000	One-Stop Shops Expansion Prog 2008/09	32	208	0	0	240	32	0	0	0	32	(208)	(208)	} Funds transferred from One Stop Shop into the Property Rationalisation Project.
10645000	One-Stop Shops Expansion Programme 2009/10	0	200	249	0	449	0	0	249	100	(200)	(100)		
10654000	Warwick Shire Hall - Creation Of One Stop Shop	0	13	0	0	13	0	0	0	0	(13)	(13)		
10641000	2009-10 One Stop Shop Expansion - Leamington Spa	0	0	50	0	50	0	0	50	0	0	0		
10624000	Libraries Radio Frequency Identification	519	306	30	0	855	519	306	30	0	855	0	0	
10627000	Improving The Customer Experience- Libraries	76	112	0	0	188	76	(3)	115	0	188	(115)	0	
10631000	Library Modernisation Linked To Best Value	0	70	80	150	300	0	65	80	155	300	(5)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	1,000	1,000	1,000	3,000	0	0	1,000	2,000	3,000	(1,000)	0	Slippage is due to delays pending future decisions in respect of Local Centres, Youth Centres, Libraries
10334000	Nuneaton and Bedworth Registrars Office - Alterations and Refurbishment	0	2	0	0	2	0	1	0	0	1	(0)	(0)	
10644000	County Signage -Improving The Customer Experience	0	2	0	0	2	0	2	0	0	2	(0)	(0)	
10642000	One-Stop Shops Expansion Programme	0	0	0	0	0	0	0	0	0	0	0	0	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	46	350	106	0	502	46	0	250	205	502	(350)	0	
11077000	Capital Fund for Community Libraries	0	100	0	0	100	0	100	0	0	100	0	0	
		673	2,362	1,515	1,150	5,700	673	471	1,774	2,460	5,378	(1,891)	(321)	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M01000	% Satisfaction level with the quality of services received		60.89	67.9	★	67.9	• 'Overall how satisfied or dissatisfied are you with the quality of service you receive from Warwickshire County Council' Question asked in Citizens Panel: Your Local Area, Crime, Community & Safety and Transport (Sept 2011) Very Satisfied : 6.5% Fairly Satisfied : 61.4%
M01001	% Satisfaction with local area as a place to live		85.70%				
M01002	Number of transactions migrated to a cheaper channel as a result of the one front door project						
M01003	Estimate Savings associated with the above transactions						
M01004	Overall customer satisfaction		69	60	▲	59	
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	94.08	80	95	★	96.48	
M01006	Enquiries by the public resolved at first point of contact - Contact Centre (%)	80	80	80	●	79	
M01007	Average cost per transaction (CSC)						• No target set £2.22 (inc Switchboard) £6.83 (exc Switchboard)
M01008	Average cost per transaction (OSS)						• No target set Calculated on an annually basis.
M01009	Number of clients who take up the 'Tell us once' service						• Baseline to be established Death TUO service was launched Nov 2011 and births TUO service will go live March 2012
M01010	Increased Income generated from Print Unit						• No target set The print unit is trying to increase income from external sources whilst the internal WCC market for print continues to shrink
M01011	% Customer satisfaction with Print Unit						• No target set The survey will be undertaken April 2012 to provide the benchmark for annual surveys (after the restructure of the team)

Finance - John Betts

2011/12 Revenue Budget

Service	Agreed Budget £	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	249	517	766	766	0	A series of relatively minor variations largely as a result of the reorganisation of the Finance Service as a response to the required savings target. Overall the savings target is being exceeded, but this is partially offset by pressures elsewhere as the whole staffing structure is reconfigured. The overspend on payroll is due to reduced numbers of schools buying the service back and the overspend on Financial Accounting is due to reduced income from a district council as a secondment has finished. The spend on Restructuring covers estimated redundancy costs, which will be partially offset by the Service Realignment Fund, due to be repaid over the next three years.
Budget and Technical	345		345	330	(15)	
CIPFA Trainees	91		91	66	(25)	
Exchequer Services	404		404	417	13	
Financial Accounting	159	8	167	194	27	
Financial Systems	314		314	314	0	
Improvement and Development	0		0	0	0	
Local Finance Team AHCS	1,425	4	1,429	1,454	25	
Local Finance Team CWG	132		132	148	16	
Local Finance Team CYPF	561	34	595	595	0	
Local Finance Team EE	570		570	570	0	
Local Finance Team FR	144		144	152	8	
Local Finance Team RE	429		429	425	(4)	
Local Financial Services	136		136	138	2	
Payroll Services	(168)		(168)	(146)	22	
Pensions	(259)		(259)	(264)	(5)	
Procurement	360	1	361	358	(3)	
Procurement Efficiency Saving Plan	(100)		(100)	(100)	0	
Projects	373		373	373	0	
Treasury Team	122		122	122	0	
Restructuring Efficiency / Turnover	95	107	202	117	(85)	
Net Service Spending	5,382	671	6,053	6,029	(24)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action	
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000		
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	340	340	340	1,125	1,125	1,125	1,850	1,250	Currently held vacancies and Voluntary Redundancies will now deliver the full savings for both 2011/12 and 2012/13. It is anticipated that turnover and further (as yet unidentified) savings will contribute towards the 2013/14 target, but these haven't been firmed up, as we work through the existing implications of a transformation programme for the finance service.	
RE-FI-03											Shared financial services
RE-FI-04											
	Sub total	340	340	340	1,125	1,125	1,125	1,850	1,250		
	Target		340	340		1,125	1,125		1,850		
	Remaining Shortfall/(Over Achievement)		0	0		0	0		600		

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10429000	Financial Systems Replacement (Self-financed)	1,129	141	0	0	1,270	1,129	141	0	0	1,270	0	0	
		1,129	141	0	0	1,270	1,129	141	0	0	1,270	0	0	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M02000	Net variation to budget		0 to -1%	-2.50%			See revenue monitoring part of report for further explanations
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes	★	Yes	
M02002	% suppliers paid within 30 days from October 2011		96				Monitoring does not commence until October 2011
M02003	Debt Outstanding as a proportion of invoiced income	5.2	4	3.8	★	3.8	
M02004	External audit opinion and accounts approved by members by due date	Yes	Yes	Yes	★	Yes	
M02005	Service & financial plans aligned & quarterly performance reports produced by due date		Yes	Yes	★	Yes	Accounts considered and approved at Council and Audit and Standards Committee in September
M02006	Proportion of payroll deadlines met		100	95	★	99.54	
M02007	Proportion of payroll accuracy		100	99.99	●	99.99	
M02008	Forward procurement plan agreed and updated to		Yes	Yes	★	Yes	Programme and work allocations updated following loss of staffing. Programme delivery on target
M02009	Return on LGPS investments	1.3		1.93		1.93	Benchmark to date: 1.79%
M02010	Borrowing Rate for long term funds (below PWLB			3.76		3.76	PWLB Average to date: 4.15%
M02011	Key projects (including sub regional) soundly based financially & delivered to budget		100				Currently can only influence projects where the Team have an involvement. Corporate project management methodology needs to be embedded across the Authority.
M02012	Critical financial processes identified and services standards agreed			No		No	Key processes have been identified and workstreams have been set up to review these processes, but service standards have not yet been defined.
M02013	Reports on the budget process (to Members & Corporate Board) provided within an agreed timetable		Yes	Yes	★		Corporate Board has received reports to the agreed timetable. Members have begun their process to timetable.
M02014	Treasury Management strategy produced that supports the MTFP by March 2012		Yes	Yes	★	Yes	Approved by Council on 15 February 2011
M02015	Medium term financial savings plan on behalf of each service developed by March 2012		Yes	Yes	★		Savings plan is in place and on target to deliver by the end of the financial year
M02016	Phase 1 of the Agresso project implemented by July 2011		Yes	Yes	★	No	The target date for implementation of phase 1 was revised following the discovery of a bug in the Agresso software. The revised target is for January 2012 completion and the project is on track to achieve this.
M02017	Key commissioning proposals based on sound costings		Yes			No	No key commissioning proposals yet in Communities.
M02018	A new financial management competency framework for cost centre managers defined and implemented by Sept		Yes	No	▲	No	Some work has been trialled in adult services relating to CCM training, but this has not been reviewed for the Authority as a whole yet.
M02019	An offering to schools developed in line with the corporate decision on trading with school by Oct 11		Yes	Yes	★		Business plan has been completed and submitted for consideration by the WES Board H116 and the future pricing strategy is being further developed and consulted to schools.
M02020	A structure, vision & competency framework for Finance implemented by December 11		Yes	Yes	★		A structure has been agreed and is in the process of being implemented. Competencies are contained within the P & C of posts. However, an over-arching vision has been drafted and is currently being consulted upon.
M02021	Benchmarks identified for key finance processes and activities by March 2012		Yes	Yes	★		Discussions have begun with CIPFA regarding appropriate benchmarking clubs to take this work forward.
M02022	Deliver Finance Service within the set budget		Yes	Yes	★	Yes	On target to deliver savings and the overall Finance budget.
M02023	Benefits from procurement activity for WCC, annual benefits reports produced		Yes	Yes	★	Yes	On target. Report structure agreed with ESPO and data collection commenced. First draft will be produced in January with final version scheduled for Feb 12
M02024	Benefits from sub-regional procurement activity for WCC, annual benefits reports produced		Yes	Yes	★		No concerns - first draft will be prepared in January final report target date Feb 12 to fit with ESPO report above
M02025	Corporate financial shocks from transformational projects identified in a timely fashion, reported & mitigated		Yes	Yes	★		Potential shocks are being managed before they happen through effective project, programme and financial management.
M02026	Efficiencies from Agresso implementation delivered and documented		Yes	Yes	★		Savings from phase 1 will be formally documented as part of the closure of that project phase in February/March 2012.
M02027	Impact of P2P implementation on suppliers: No significant adverse impact or publicity		No	No	★	No	None to date
M02028	The agreed Budget reflects corporate priorities		Yes	Yes	★	Yes	2011/12 budget achieved - roll forward of MTFP for 2012/13 should achieve same
M02029	Finance overall score from members survey		90				Agreement needed on whether Resources Group Members Survey is introduced.
M02030	Score from Heads of Service & Strategic Directors on support provided		80				Customer Survey to be introduced later in the year, reported Q4
M02031	Score from Cost Centre Managers on support provided		75				Customer Survey to be introduced later in the year, reported Q4
M02032	Overall opinion from users on financial systems		70				Customer Survey to be introduced later in the year, reported Q4
M02033	Overall opinion from customers of pensions services						Customer Survey to be introduced later in the year, reported Q4
M02034	Buy back from schools for revised finance service		97	97		97	97% of schools (inc Childrens Centres and Nurseries) and 50% of academies subscribe to the Finance Service.
M02035	Buy back from schools for revised payroll service			90	★	94.35	

M02036	Buy back from schools for procurement service if offered						No service to schools being provided.
M02037	% of staff receiving an appraisal		100	100	★	59.26	This figure relates to staff on the Resources Appraisal Database only. The HRMS database will be updated.
M02038	% staff actively engaged in training & development (more than 5 days training in the year)		80				Individual training logs not completed at present, so only average number of training days can be provided - 1.82% . Based on old 2010/11 Finance structure.
M02039	Improve staff morale score for finance from staff survey						Not reported this year, next staff survey due June 2012

Human Resources and Organisational Development - Bob Perks

2011/12 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
Human Resources Service Centre	934	(6)	928	917	(11)	
Advisory Service	874	(8)	866	877	11	
Specialist Services	615	(5)	610	561	(49)	Increased income from Child Care Vouchers.
Learning and Organisational Development/Business Partnerships	1,058	(7)	1,051	1,003	(48)	Reduction in staffing costs by not filling vacant posts
Pay and Conditions and Workforce Strategy	710	(6)	704	706	2	
Equalities	188	0	188	188	0	
Interpretation and Translation Service	85	0	85	51	(34)	Reduction in travel & material costs for service
Legal Costs & Staff Cover for Union Duties	226	0	226	226	0	
Net Service Spending	4,690	(32)	4,658	4,529	(129)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target 2011/12 £	Actual to Date £	Forecast Outturn £	Target 2013/14 £	Forecast Outturn 2013/14 £	
CW-CL-12	Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	0	0	0	0	0	0	15	15	At this stage it is anticipated that income from providing services to other public bodies will achieve the 2013/14 target
CW-CL-13	Reshaping the approach to the Voluntary & Community	34	34	34	34	34	34	34	34	
CW-CL-01	Restructure Community Safety and Localities management and teams (ITS)	0	0	0	34	34	34	34	34	
CW-WS-01	Learning and Development	0	0	0	79	79	79	79	79	Saving has already been largely achieved by not recruiting to the vacant manager post. The remainder is discretionary spend on training that will no longer be delivered.
CW-WS-02	Healthy Workforce	70	70	70	70	70	70	70	70	
CW-WS-03	HR Advisory Service - proportionate reduction	0	0	0	30	0	30	100	100	There is steady turnover of staff in this area and it is therefore predicted that the target will be achieved without recourse to redundancies
CW-WS-04	HR Business Partnership	0	0	0	0	0	0	18	18	This saving has already been achieved by the resignation of an existing postholder and her subsequent non-replacement
CW-WS-05	HR Transactions	107	107	107	158	0	158	158	158	This is a large, labour intensive service where temporary staff are used to provide flexibility. Efficiency savings are being made on an ongoing basis. The target is forecast to be achieved this year, and is anticipated to be achieved for the following two years.
CW-WS-06	Management restructure in Workforce, Strategy and Development	31	31	31	33	33	33	113	113	The savings have already achieved for this year and next by the retirement and non-replacement of one person and a permanent reduction in hours for another. The savings for 2013/14 should be achieved by the early retirement of the Head of Service and consequential loss of a senior post
CW-WS-07	Completion of Pay and Conditions review	62	62	62	62	62	62	62	62	This saving is already achieved by the closure of the project and termination of the staff involved therein.
	Total	304	304	304	500	312	500	683	683	
	Target		304	304		500	500		683	
	Remaining Shortfall/(Over Achievement)		0	0		188	0		0	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M03000	% satisfaction that the council is a good employer	73	74				Indicator not reported this year, staff survey to take place June 2012
M03001	% staff who are flexible workers						Need further clarification from senior management about exact definition of this KPI and what we really want/need to measure. To be progressed in Oct.
M03002	% staff believe the County Council is an equal opportunities employer	86					No target set - Indicator not reported this year, staff survey to take place June 2012
M03003	% compliance with HR Service Centre SLA targets			93		93	No target set

Information Assets - Tonino Ciuffini

2011/12 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	141	14	155	173	18	Increased due to new DataCentre rent 2011/12
Members Support	0	98	98	98	0	Members Budget reported separate from within Corporate ICT
ICT General Unit Charge	(2,709)		(2,709)	(2,719)	(10)	
Strategy and Programme	604		604	578	(26)	Underspend due to vacancies
Corporate ICT Development	2,225	(734)	1,491	1,629	138	NB Have seperated ICT Devt, R&D and Members Budgets. Potential ICT Overspend will be met from elsewhere in ICT
R&D Infrastructure Projects	0	636	636	586	(50)	Underspend help to cover ICT Development Pressures
Customer and Supplier Services	1,499	5	1,504	1,456	(48)	Savings to help resource network Property rationalisation work
Production Services	1,972	4	1,976	1,964	(12)	
System Centre	1,802		1,802	1,666	(136)	Underspend is due to vacancies and will be used to help cover ICT Devt and Network Pressures
Schools and Network Team	787		787	878	91	Increased pressures primarily due to Property Rationalisation work
Information Management	298		298	298	0	
Net Service Spending	6,619	23	6,642	6,607	(35)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	183	183	183	180	180	180	193	193	Savings already planned for, taken and removed from 2011/12 budget
RE-IT-04	Stopping the ICT Training initiative	0	0	0	50	0	0	50	0	Looking at alternative area for saving as need for this service has grown to deliver Modern and Flexible working. Confident will identify alternative as 2011/12 already delivered
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	0	0	0	50	50	250	250	Already exploring options in this area, an approach has been implemented that will release some savings earlier in 2012/13 which will be temporarily used to help meet 2012/13 target associated with training.
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	250	250	250	650	540	628	800	800	For 2012/13 additional £290,000 already planned via ICT Development fund reduction, removal of Senior Manager post following retirement, and another Systems Centre departure. Will be identifying £88,000 of further savings through staff losses in Q1 2012 to be effective from April 2012 to meet overall 2012/13 target. Will be reviewing structures following recent Systems Centre Manager appointment.
CW-CC-05	Transformation of Corporate Governance support	0	0	0	10	5	10	10	10	Will be delivering via combination of restructuring in Information Governance, and reduced expenditure.
New	Printing Savings	0	0	0	0	0	22	0	22	Additional savings to replace RE-IT-04 "Stopping the ICT training initiative"
		433	433	433	890	775	890	1,303	1,275	
	Target		433	433		890	890		1,303	
	Remaining Shortfall/(Over Achievement)		0	0		115	0		28	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10363000	Property Systems Development	71	0	129	0	200	71	0	129	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	287	213	0	0	500	287	233	0	0	520	20	20	Slight increased cost in overall building work. This will be covered from within revenue budgets.
10321000	Human Resource Management System - Replacement Server	0	8	0	0	8	0	8	0	0	8	0	0	
10967000	Saltisford Data Centre Improvements And Relocation	0	12	0	0	12	0	12	0	0	12	0	0	
TBC	Infrastructure E Government 2011/12	0	0	0	0	0	0	346	0	0	346	346	346	Normally a proportion of the annual revenue budget for ICT development and infrastructure work is of a capital nature. The expenditure is classified as capital as work proceeds during each year. In order to allow for this expenditure in budget projections and Government returns it is a proposed that the expenditure is included in the capital programme. All of this expenditure will be funded from existing revenue
Total Spend		358	233	129	0	719	358	599	129	0	1,085	366	366	

Performance Information

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M03001	% staff who are flexible workers						• Need to define how we will measure this KPI - Meeting with TCIU and SEVA to gain further clarification.
M04000	Percentage ICT developments completed to budget and time as part of the one front door project		100				• Full list to measure against not defined until detailed development requirements and programme complete. Highlight report to One Front Door Board reports on current phases of Individual Projects
M04002	No of transactions migrated to a cheaper channel as a result of the one front door project						• We have reported that these are not ICT targets and are impossible to calculate as we still have no baseline for current services. Also early days e-service programme. Progress of work is being monitored via One Front Door Board
M04003	Estimate savings associated with the above transactions						• We have reported that these are not ICT targets and are impossible to calculate as we still have no baseline for current services. Also early days e-service programme. Progress of work is being monitored via One Front Door Board
M04004	% of support calls resolved at the point of contact		60	64.02	★	64.02	
M04005	% of support calls resolved with 4 Hours		70	70.72	★	70.72	
M04006	% of support calls resolved with 8 Hours		77	79.39	★	79.39	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0.09	18	0	★	0	
M04008	Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)	15.59	24	0	★	0	
M04009	No findings of maladministration or other adverse outcomes against the Council from other legal challenges including number of DPA, EIR & FOI breaches or adverse judgements	3	0	?	—	?	• Ownership and collection methodology issues are currently being discussed by Information Manager and Community & Environment Legal Manager. Previous quarter data took two days to compile and was provided by the Community & Environment Legal team.
M04010	% of DPA, EIR and FOI requests responded to within agreed timescales	95	90	?	—	?	• Ownership and collection methodology issues are currently being discussed by Information Manager and Community & Environment Legal Manager.
M04011	Management of ICT Service Group Budgets % variation from Budget		-	?	—	?	• On target
M04012	Management of Corporate ICT Budgets % variation from Budget.		-	?	—	?	• On target
M04013	Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question		5.45	5.42	●	5.42	• Score of 5.42 has moved WCC into the upper quartile for 2011 Survey, 5.45 was previous target set by SOCITM to reach upper quartile adjusted to 5.42
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey		96	94.7	●	94.7	

M04015	Customer satisfaction with the speed of resolution as measured by ICT Service Desk Survey		96	92.2	●	92.2	
M04016	Customer satisfaction with staff's ability to understand customers' problems as measured by ICT Service Desk Survey		96	96	★	96	
M04017	Customer satisfaction with the informative nature of staff as measured by ICT Service Desk Survey		96	96.2	★	96.2	
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)		3	13	▲	13	Q1 3 Q2 5 (3 internal + 2 external) Q3 5
M04019	Customer satisfaction as reported via compliments (formally recorded via the Corporate Complaints System)		12	140.7	★	140.7	Q1 5 Q2 77 (71 + 6 other)
M04020	% increase utilisation of the Learning Platform by pupils, staff, parents and global communities		5	8	★	8	
M04021	% of schools and other agencies continue to subscribe to Learning Platform services provided through WCC		60	78	★	78	
M04022	% staff receiving an appraisal (applies to staff working for us for 6 months or more in the year) based on those on the appraisal database. Does not include formers Schools Team information.		100	100	★	63.91	• This figure relates to staff on the Resources Appraisal Database only.
M04023	Average number of staff training days (office-based staff)			0.66		0.66	• Data provided by: Customer Supplier Services (Q1) Production Services (Q1) Schools & Network (Q1, Q2 & Q3) Strategy & Programme (Q1 & Q2) System Centre (Q1 & Q2 & Q3) No Data provided by: Information Management
M04024	Average number of days sick per year (FTE working days lost per FTE)			7.1		7.1	• This figure is the FTE Sickness Days Lost at the old ICT division level for the 12 month period up until 03/01/12. Sickness levels as follows: Customer and Supplier Services - 8.10 Network - 14.59 Production Services - 4.06 Systems Centre - 5.58 Strategy and Programme - 13.51
M04025	Average spells of sickness per year (episodes per employee)			1.47		1.47	• This figure is the FTE Sickness Days Lost at the old ICT division level for the 12 month period up until 03/01/12. Sickness levels as follows: Customer and Supplier Services - 8.10 Network - 14.59 Production Services - 4.06 Systems Centre - 5.58 Strategy and Programme - 13.51

Law and Governance - Greta Needham

2011/12 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
Governance and Members Services	699	4	703	471	(232)	Planned savings achieved earlier than scheduled through a total restructure of Democratic Services and the creation of generic democratic services officer posts. Also delayed recruitment into vacancies in the structure and planned delay in expenditure.
Legal Services	(405)	(6)	(411)	(788)	(377)	The Service is generating additional fee income largely due to a continuing rise in the number of child protection held by fee earners whose utilisation rates exceed their targets. At the same time, a number of in-year vacancies have also been held open with a consequential delay in planned expenditure.
Insurance, Internal Audit and Risk Management	490	(2)	488	472	(16)	Underspend on insurance premiums and additional income raised.
Law and Governance Administration	0	1	1	0	(1)	
Legal Core	444		444	488	44	Largely due to the inclusion of expenditure relating to Jan - March in the last financial year, which has reduced available resources this year. Overall, however, legal work undertaken this year is within the budgetary provision for this cost
Risk Management (Insurances)	160		160	160	0	
Net Service Spending	1,388	(3)	1,385	803	(582)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CW-LG-02	Transformation of Corporate Governance support	130	206	206	204	206	206	261	261	It is estimated that the total savings of £261,000 required by 2013/14 will be achieved in 2011/12 via: (1) Early and scheduled retirements in Democratic Services and a total restructure of the Service based on a reduction of 5 posts, and (2) The early retirement and non-replacement of the School Governance Manager.
CW-LG-03	Reduce core legal discretionary services	36	0	36	72	0	36	75	75	A comprehensive review of all Legal Services, including Core Legal, is already underway. This review will identify the actions to be taken to achieve the required savings in this financial year.
CW-LG-04	Restructure the Insurance function	44	44	44	44	44	44	44	44	Savings achieved through retirement of Insurance Manager, and replacement of the post at a lower level, resulting in associated savings of £44,000. The Insurance function has been restructured and split between Legal Services (Claims) and Risk and Assurance (Insurance Cover).
CW-LG-05	Restructure Audit and Risk Assurance	25	25	25	25	25	25	25	25	Savings achieved through deletion of Senior Risk and Assurance Officer post
CW-CL-01	Restructure Community Safety and Localities management and teams	20	20	20	20	20	20	20	20	
	Total	255	295	331	365	295	331	425	425	
	Target		255	255		365	365		425	
	Remaining Shortfall/(Over Achievement)		(40)	(76)		70	34		0	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M05000	The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	★	Yes	Clean opinion given on AGS by external auditors
M05001	% corporate governance action plan completed.		80	80	★	60	In terms of awareness raising we delivered a successful corporate governance intranet week in addition to our ongoing monthly programme of intranet articles and our Do the Right Thing training. We have also reviewed the Public Interest
M05002	% of staff and members who believe the Council encourages high standards of conduct	74.7	75				Indicator not reported this year, next staff survey due June 2012
M05003	Corporate Contract Standing Orders reviewed by October 2011		Yes	Yes	★		Initial draft prepared and considered by Contract Coordinators. Further draft to be prepared incorporating their comments for consideration by David Carter. Aiming for report to February Audit and Standards Committee but timetable
M05004	Council's approach to Corporate Governance issues reviewed by December 2011		Yes	Yes	★		The Corporate Governance Champions group continues to meet regularly and in terms of training agrees that we move to e-learning for corporate governance for all staff with IT access, supplemented for certain staff with suitable "Bite Sized
M05005	Procurement & Contracting Review undertaken by December 2011		Yes	Yes	★		Contracting and Procurement Review is about 80% complete. We now have a suite of briefing notes and precedent contracts that are update and are one place (Visual file B25051). Adult social care contracts are currently in the process
M05006	School Governance Service restructured in accordance with agreed action plan to deliver 30% savings by 2013		Yes	Yes	★	Yes	Completed
M05007	% Warwickshire maintained schools purchasing the Warwickshire School Governor Development Programme.	73	85	75	▲	75	This is % of maintained schools buying an annual subscription, which will now remain static, but if schools purchasing on a buy as you go basis were included, the figure would be 83.5%
M05008	% governing bodies access school governance services via Schools Learning Platform		50	50	★	?	The IT does not allow us to link governors' access to the Learning Platform with the schools they come from so it is not possible to provide this data.
M05009	% Academies and free schools purchasing Governor Development Services.		25	50	★	50	10 out of 20 Academies currently purchase some GDS
M05010	% of subscribing governing bodies where Ofsted Grades Governance is Grade 3 (satisfactory) or better		100	98.9	●	98.9	
M05011	Marketing Strategy/Action Plan for School Governance in place		Yes	Yes	★		Business case submitted which includes details of marketing plan
M05012	Adequate staffing in place to meet Legal external income targets		Yes	Yes	★	Yes	
M05013	% Legal Service fee earner utilisation		82	82	★	82.35	
M05014	% Legal Services Review delivered.		100	100	★	40	The legal service review timeframes have been amended to ensure that the review ambit and methodology is compatible with the corporate review programme this has caused some slippage.
M05015	% Action Plan to achieve full implementation of Visualfiles delivered.		100	100	★	75	The visualfiles implementation is going well; with much improved billing and reporting facilities and significantly increased uptake. The next stages rely on moving towards scanning of documents and a further push on fee earners
M05016	% satisfaction with Legal Services, rating service as good or excellent.	96.05	90	99.43	★	98.3	
M05017	% of total LBU income generated from external customers		15	16.8	★	17	
M05018	Reduction in Regulatory Framework breaches (i.e. No finding of maladministration or other adverse outcomes against the Council from other legal challenges including number of DPA, EIR or FOI breaches/adverse	3		1			No formal findings of maladministration to date. One compensation payment approved by Regulatory Committee Dec 2011 following LGO investigation of matter dating back to May 2006. No formal adverse findings by ICO.
M05019	% reduction in the Council's Legal Bill		5	2.5	▲		To be calculated at year end.
M05020	Marketing Strategy/Action Plan agreed for Legal Services		Yes	Yes	★	Yes	Plan has been drafted and in process of being finalised - action plan developed to take plan forward and tasks allocated
M05021	Action Plan to deliver a streamlined and robust regulatory framework in place and monitored with Council Groups by July 2011		Yes	Yes	★		Variety of different elements which relate to other areas and different groups involved -for CSO's, Procurement and CSO's progress see above. FOIA/EIR/DPA -standard templates have all been reviewed and are available on the system. Guidance notes on public interest test and vexatious complaints. 2 training sessions/workshops have been
M05022	Further Shared Service/Collaborative Working opportunities identified and action plan (Legal Services, Schools Governance & Risk and Assurance in place by		Yes	No	▲		Discussions underway about provision of internal audit services to the Warwickshire / West Mercia Police Strategic Alliance and West Midlands Fire Service
M05023	Democratic Services restructured in accordance with agreed action plan to deliver 30% savings by 2013		Yes	Yes	★	Yes	Savings target reached in first year.
M05024	CMIS (inclusive of Business Manager module) fully implemented, replacing the existing Committee administration system by December 2011.		Yes	Yes	★		Although CMIS database in place, the agenda management aspect has been delayed. Further development is needed, particularly to include two approval points for final reports.

M05025	Independent review undertaken of good and bad scrutiny by May 2011		Yes	Yes	★		
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M05026	Action Plan agreed to deliver a sharper, more responsive, outcome focussed scrutiny programme in light of independent review findings by July 2011		Yes	No	▲		This is part of review with CfPS to be completed March 2012
M05027	Impact of Scrutiny improves service delivery		Yes	No	▲		Improved method being developed that will track implementation of scrutiny recommendations (to be put to Chairs as proposal in February 2012).
M05028	% of the agreed WCC internal audit plan delivered		85	94	★	68	
M05029	% Group Business Unit Risk Registers aligned with Council's new structure by December 2011	100	100	100	▲	66	All groups now have risk registers in place except for People Group. - due for completion by March 2012.
M05030	% Attendees on risk training courses confirm the training has met their needs	80	80	90	★	91	
M05031	Annual review of the Corporate Strategic Risks undertaken by March 2012		Yes	Yes	★	Yes	Completed - Results of review reported to September 2011 Audit & Standards Committee - update report scheduled for February 2012.
M05032	% Roll-out of Magique Risk Management software to key users by March 2012		80	80	★	80	
M05033	Maintain Lexcel Accreditation	Yes	Yes	Yes	★	Yes	LEXCEL Assessment outcome very successful and accreditation awarded.

Physical Assets - Steve Smith

2011/12 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	264	52	316	291	(25)	
Facilities Management General	113	(113)	0	0	0	
Maintenance Team - HQ Support	98		98	96	(2)	
Maintenance Team - Engineers	(13)	7	(6)	(54)	(48)	Over recovery on budgeted fees
Maintenance Team - North	(23)	17	(6)	(45)	(39)	Over recovery on budgeted fees
Maintenance Team - South	(31)	17	(14)	(66)	(52)	Over recovery on budgeted fees
Structural Maintenance (inc Landlord / Indemnity / Devolved)	2,710	(145)	2,565	2,365	(200)	
Specialist Technical Services (STS)	(20)		(20)	(9)	11	Under recovery of external income
Energy Management	846		846	845	(1)	
Strategic Asset Management	289	(62)	227	221	(6)	
Estates	290		290	274	(16)	Over recovery on budgeted fees
Surplus Properties	176		176	176	0	
Corporate Facilities	782	35	817	762	(55)	Vacant post not filled in year and reduction in on off expenditure.
Property Support	329		329	282	(47)	
Caretaking Services	7		7	3	(4)	
Buildings	14,921	(2,626)	12,295	12,295	0	A lot of work has gone into finalising the transfer of budgets and responsibilities for County Buildings and this has been made more complex as historical information has changed and been updated as service savings plans have been sharpened and the organisation itself has begun to dispose of and consolidate its accommodation. Consequently, budget transfers have only just been finalised, so this represents the most accurate forecast available at this time.
Property Rationalisation Project	(754)	245	(509)	(262)	247	
Property Rationalisation Project - Revenue One off expenditure	0		0	186	186	
CYPF Premises Team	173		173	175	2	
WES Premises & Safety	0		0	20	20	Cost of redundancies cover in year
Design and Construction	(498)		(498)	(448)	50	Reduction on budgeted fees due to project delays or cancellations
Catering	(302)		(302)	(366)	(64)	£25k budgeted contribution to reserve requested in Q3 to support the continued delivery of the service in 2012/13.
Cleaning	(159)		(159)	(229)	(70)	Reduction in staffing costs
Smallholdings	(301)		(301)	(334)	(33)	Increased rent recovery and reduction in costs
Property Services transfer to Resources	(276)	172	(104)	(104)	0	
Net Service Spending	18,621	(2,401)	16,220	16,074	(146)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	769	260	522	2,727	160	1,300	4,376	2,480	The forecast revenue savings includes a proportionate saving in structural maintenance, to recognise the reduction in buildings to date. The one-off revenue costs of £186k are being met from within the Physical Assets service as are the property dilapidation costs due as a result of vacating leasehold properties. The ongoing shortfall in meeting the savings target have been subject to a review process for the 2012/13 budget process. Proposals have therefore been put forward to seek support to meet one-off costs, where no budget had previously been identified, and also a proposal to re-phase the savings profile up to 2014/15.
EE-ER-03/4	Rural Services : Review of rents and income generation	27	27	27	40	0	40	45	45	
	Total	796	287	549	2,767	160	1,340	4,421	2,525	
	Target		796	796		2,767	2,767		4,421	

Remaining Shortfall/(Over Achievement)	509	247	2,607	1,427	1,896
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2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
Building & Construction														
10160000	Warwick, Shire Hall Refurbish/Redevelop Office Space	271	344	0	0	615	271	344	0	0	615	0	0	
10242000	Warwick Accommodation At Saltisford Phase 2	0	6	0	0	6	0	0	0	0	(6)	(6)		
10159000	Major Structural Works Shire Hall Complex	0	23	0	0	23	0	23	0	0	0	0		
10155000	Improving the customer experience in WCC Buildings & DDA works 09/10	0	0	0	0	0	0	0	0	0	0	0		
10292000	Improving the customer experience in WCC buildings & DDA works 08/09	245	232	184	0	661	245	196	220	0	661	(36)	0	
10342000	Warwick, Northgate House Conversion	1,600	244	0	0	1,843	1,600	244	0	0	1,843	0	0	
11041000	Rationalisation Of The Council's Property	0	1,200	2,050	950	4,200	0	977	2,000	900	3,877	(223)	(323)	Resources of £644,000 transferred to other projects including £546,000 to Saltisford Office Park (alterations to increase capacity) having exceeded the limit for projects within a block allocation. This has been offset by a transfer of £321,000 allocation from Customer Services for One front door enablement works as part of Warwick Library / One Stop Shop (replacing funds originally wired from this block header to Warwick Library, 11059000)
11059000	Wark Shire Hall - Relocation Of Warwick Library		1,800	0	0	1,800	0	1,800	0	0	1,800	0	0	
10971000	Aylesford Flood Alleviation Scheme Contribution	0	925	0	0	925	0	0	925	0	925	(925)	0	
10972000	Planning Consent For Europa Way	0	125	0	0	125	0	0	125	0	125	(125)	0	
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	0	0	0	0	0	0	546	0	0	546	546	546	Resources transferred from Property rationalisation because the scheme is expected to exceed the limit for projects within a block allocation.
TBA2	Nuneaton Library	0	0	0	0	0	0	98	0	0	98	98	98	Resources transferred from Property rationalisation because the scheme may exceed the limit for projects within a block allocation.
11053000	Demolition Works - Sparrowdale Special School	0	112	0	0	112	0	194	0	0	194	82	82	The increase on this scheme has been incurred due to vandalism, and the release of asbestos and subsequent clean up. Final demolition and site clearance is planned for Jan 12
TBA1	Nuneaton Academy Redevelopment	0	0	9,703	0	9,703	0	80	5,022	4,601	9,703	80	0	
Structural Maintenance														
10418000	Boiler Replacement - Base Programme 2009/10	400	13	0	0	413	400	0	0	0	400	(13)	(13)	
10290000	Major Structural Maintenance - Base Programme 2008/09	0	(15)	0	0	(15)	0	(15)	0	0	(15)	0	0	
10408000	Safe Water - Base Programme 2009/10	0	(5)	0	0	(5)	0	(7)	0	0	(7)	(2)	(2)	
10487000	Safe Water - Base Programme 2010/11	0	(1)	0	0	(1)	0	0	0	0	0	1	1	
10398000	Rewiring - Base Programme 2009/10	0	14	0	0	14	0	3	0	0	3	(10)	(10)	
10496000	Removal And Treatment Of Asbestos - Base Programme 2010/11	0	14	0	0	14	0	0	0	0	0	(14)	(14)	
10401000	Non-Schools Maintenance Backlog	0	28	0	0	28	0	0	0	0	0	(28)	(28)	
10498000	Rewiring - Base Programme 2010/11	0	29	0	0	29	0	29	0	0	29	0	0	
10499000	Structural Maintenance 2010/11 (Revenue Funded)	0	52	0	0	52	0	0	0	0	0	(52)	(52)	
10502000	Fire Precautions - Base Programme 2010/11	0	60	0	0	60	0	39	0	0	39	(21)	(21)	
10501000	Boiler Replacement - Base Programme 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	

10409000	Small Scale Reactive Property Maintenance - Base Programme 2009/10	0	6	0	0	6	0	0	0	0	0	(6)	(6)	
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Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10394000	Structural, Mechanical And Electrical Maintenance & Fire Precaution - Backlog Reduction 2009/10	0	8	0	0	8	0	(10)	0	0	(10)	(18)	(18)	
10406000	Removal And Treatment Of Asbestos - Base Programme 2009/10	0	12	0	0	12	0	0	0	0	0	(12)	(12)	
10391000	Non-Schools Remedial Safe Water	0	12	0	0	12	0	(1)	0	0	(1)	(13)	(13)	
10483000	Small Scale Reactive Property Maintenance - Base Programme 2010/11	343	40	0	0	383	343	115	0	0	459	76	76	Increase in final expense of projects funded by under spend in other areas of the structural maintenance work plan.
10392000	Fire Precautions - Base Programme 2009/10	269	40	0	0	309	269	0	0	0	269	(40)	(40)	
11042000	Structural Maintenance 2011/12 - Revenue Funded	0	300	0	0	300	0	286	0	0	286	(14)	(14)	
10397000	Major Structural Maintenance - Base Programme 2009/10	1,222	3	347	0	1,571	1,222	(6)	347	0	1,563	(9)	(9)	
10474000	Major Structural Maintenance (Non Schools) Base Programme 2010/11	1,029	246	0	0	1,275	1,029	188	0	0	1,217	(58)	(58)	
10475000	Non-Schools Remedial Safe Water 2010/11	451	41	0	0	492	451	15	0	0	466	(26)	(26)	
11028000/1 1032000/11 036000	Non-Schools Capital Asbestos And Safe Water Remedial Works	0	463	437	437	1,337	0	293	582	437	1,312	(170)	(25)	Resources transferred to Herberts Farm (11026000)
11062000	Wark Shire Hall - Water Hygiene Impvts(Ph 3)	0	121	0	0	121	0	121	0	0	121	(0)	(0)	
10493000	Non-Schools Maintenance Backlog 2010/11	681	34	0	0	715	680	29	0	0	709	(5)	(6)	
11063000	Exhall Cedars Inf Sch - Roof Replacement	0	137	0	0	137	0	141	0	0	141	4	4	
11029000/1 1033000/11 037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	2,310	2,351	2,351	7,012	0	2,111	2,550	2,351	7,012	(199)	0	
11029005	Wark Barrack St Block - Ph 2 Cathodic Protection	0	186	0	0	186	0	186	0	0	186	0	0	
11030000/1 1034000/11 038000	Schools Capital Asbestos And Safe Water Remedial Works	0	1,380	1,380	1,380	4,140	0	1,380	1,380	1,380	4,140	0	0	
11031000/1 1035000/11 039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	0	3,206	3,460	3,460	10,126	0	3,203	3,460	3,460	10,123	(3)	(3)	
11031003	Exhall Ash Green Sch - Boiler Repl	0	133	0	0	133	0	133	0	0	133	0	0	
11031042	Southam College - Window Repl (Block 1)	0	117	0	0	117	0	117	0	0	117	0	0	
Facilities														
10367000	Corporate & Schools Recycling Prog	103	19	0	0	122	103	19	0	0	122	0	0	
10414000	Schools Cashless Catering Provision	309	71	20	0	400	309	5	0	0	314	(66)	(86)	No further expenditure forecast
10405000	CYPF Premises Small Scale Reactive Works - Base	0	145	48	0	193	0	26	0	0	26	(119)	(167)	Budget transferred to project 10592000, see below.
10581000	Day Services Modernisation Programme 2005/2006	0	6	0	0	6	0	(0)	0	0	(0)	(7)	(7)	
10587000	AHCS Premises Small Scale Reactive Works - Base Programme 09/10	42	161	0	0	203	42	0	0	0	42	(161)	(161)	
10585000	AHCS Premises Small Scale Reactive Works - Base Programme 07/08	88	30	0	0	119	88	(1)	0	0	87	(31)	(31)	
10586000	AHCS Premises Small Scale Reactive Works - Base Programme 08/09	41	0	0	0	41	41	3	0	0	44	3	3	
10630000	Minor Works 2006/07	104	1	11	0	116	104	0	0	0	104	(1)	(12)	
10635000	AHCS Library Premises Small Works Base Programme 09/10	93	17	0	0	110	93	2	0	0	95	(15)	(15)	
10634000	AHCS Library Premises Small Works Base Programme 08/09	100	5	0	0	105	100	19	0	0	119	14	14	
10636000	Library Premises Small Works Base Programme 2010/11	78	6	33	0	117	78	0	0	0	78	(6)	(39)	
10592000	Small Scale Reactive / Minor Improvements County-Wide	0	115	0	0	115	0	56	200	273	529	(59)	414	As part of Property Centralisation, This increase is funded by budget transferred from other schemes, above to create a Minor Works and Small Scale Reactive Budget as part of property centralisation.

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10584000	Improving The Care Home Environment For Older People	2	(2)	0	0	0	2	(2)	0	0	0	0	0	
10299000	Access For Disabled People - 2003/04	15	0	0	0	15	15				15	0	0	
10596000	Accommodation Strategy	0	10	414	0	424	0	0	424	0	424	(10)	0	
Energy														
10410000	Climate Change 2007/08	71	332	0	0	403	71	138	194	0	403	(194)	0	
10410002	Kingsbury Water Park - New Biomass Fuel Heating System	0	1	0	0	1	0	1	0	0	1	(0)	(1)	
10400000	Climate Change 2009/10	125	35	303	0	463	125	50	288	0	463	15	0	
Smallholdings														
10983000	Rural Services Capital Maintenance 2011/12	0	3	0	0	3	0	20	0	0	20	17	17	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	0	264	0	0	264	0	264	0	0	264	0	0	
11022000	Rural Services Capital Maintenance 2012/13	0	163	0	0	163	0	0	350	0	350	(163)	187	Previous reviews reported an additional spend at Poplars Farm to be funded by bringing the Maintenance allocation forward from future years' allocations. This has now been reversed as additional funding has been found within the Physical Assets services from within current allocations (un-used previous years funds within Structural Maintenance).
11023000	Rural Services Capital Maintenance 2013/14	0	0	350	0	350	0	0	0	350	350	0	0	Previous reviews showed funding brought forward from 2013/14 to 2012/13. As above, this is no longer required so the phasing has been returned to the original allocation.
10305000	Rural Estates Dairy Units	0	21	0	0	21	0	21	0	0	21	0	0	
11024000	Dunkleys Farm, Dunchurch	0	34	0	0	34	0	55	0	0	55	21	21	Purchase of buildings from previous owners and sale of part to new occupier.
11025000	Hurley, Poplars Farm	0	1,000	0	0	1,000	0	1,000	0	0	1,000	0	0	
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	0	25	0	0	25	0	25	0	0	25	0	0	Funding changed from Revenue to Capital Structural Maintenance as asbestos was found and needed to be removed as part of overall project.
		7,682	16,453	21,090	8,578	53,804	7,681	14,553	18,067	13,752	54,053	(1,900)	248	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M06000	% of our retained operational property portfolio having optimum utilisation		57	79	★	79	
M06002	Number of minor non compliance: asbestos, safe water, maintenance defects, procurement		50	?			Methods of data capture have been discussed and are being developed.
M06003	Completion of Needs Analysis (Group)		8	0	▲	0	The needs analysis serves to provide the outline specification for new asset systems. A joint solution with Coventry and Solihull.
M06004	% of Property system modules required implemented on time and within cost		100				Superseded. Property & FM Systems Board exploring shared service approach with Coventry & Solihull.
M06005	Market Testing Activities delivered to programme		100				
M06006	Projects delivered on time (+/-5% variance to that predicted)		100	100	★	100	Delivery of M&MW projects assessed following the summer holiday period. Ongoing projects monitored on work programming gantt charts and budget meetings on a monthly basis. Majority of capital projects monitored under a block header. Current forecast of overall budget on target
M06007	Projects delivered to budget (+/-5% variance to that predicted)		100	100	★	100	Delivery of M&MW projects assessed following the summer holiday period. Ongoing projects monitored on work programming gantt charts and budget meetings on a monthly basis. Majority of capital projects monitored under a block header. Current forecast of overall budget on target
M06008	Completion of all required budget transfers		100	100	★	100	
M06009	% of planned savings delivered		100	38.19	▲	?	
M06010	% end of year variation from budget for non traded		0		★		
M06011	Number of traded services not operating to financial		0	1	★	1	STS is predicted to end the year with a £11k overpend due to falling income levels. This overspend is contained within
M06012	% Net agreement score for Level of Customer Care within		80				Customer Survey to be introduced later in the year and reported in Q4
M06013	Number of Groups in possession of CSE Standard		4	4	★	2	Project is being pursued to achieve CSE in: FM, WES Safety & Premises, Property Risk and Maintenance & Minor Works
M06014	Customer Complaints regarding non fulfilment of agreed service standards		0	1	▲	1	Q1 - One external justified complaint for Catering: Special promotional day - had a greater number of customers than anticipated so insufficient food and staffing. The parent was given partial refund for the meals. In response an additional risk management view will be completed when planning special days and staff will be asked to take additional advice if the school offers a promotion to the whole school rather than just 'usual' daily customers. Currently collating Q3 information
M06015	% market share representing buy-back for Traded Services		-	?		?	M&MW - Various Academy fluctuations. Overall income forecasted and amended accordingly - on target Catering - 10 schools now left during this financial year (c 5%) - forecast out-turn amended to take account Results of buy-back for the trading year 2012/13 will be available in the second half of March. At this stage, it is recognised that there is a risk to whether current market share will be maintained.
M06016	Completion of all agreed HR transfers		-	100	!	100	All completed for start of financial year.
M06017	Staff satisfaction Survey Results (I believe that I have the opportunity for personal development and growth (whilst at work) in the County Council) %		61				Indicator not reported this year, next staff survey due June 2012
M06018	Increase overall staff satisfaction results (from the base ave 70%)		75				Indicator not reported this year, next staff survey due June 2012

Service Improvement and Change Management - Phil Evans

2011/12 Revenue Budget - Quarter 3 Forecast

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Business Consultancy	-		-	-	-	
Corporate Planning and Performance	489	36	525	522	(3)	
Observatory	356	(0)	356	381	25	Staff costs covered by favourable variances across Unit.
Service Improvement & Change Management Unit Administration	137	(0)	137	126	(11)	
Consultation	55	-	55	45	(10)	To be merged with Observatory
Development & Support	939	(10)	929	681	(248)	£140k fund to support transformation programme within Resources Group. Currently transformation programme in initial phase so resources to be rolled over into future years. £35k vacant transformation post currently under recruitment, £32k future year savings realised early, £35k one-off payment for specific project support.
Net Service Spending	1,976	24	2,000	1,755	(245)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
PPU-01	Reduced external assessment and inspection and related	12	7	7	12	7	7	12	7	
PPU-03	Transformation of Performance & Improvement Services workforce	163	188	188	163	188	188	163	188	
PPU-04	Re-patterned Working Arrangements in PPU	16	2	2	16	2	2	16	2	
PPU-02	Generating income through charging for consultation activities	12	0	0	47	0	25	77	25	Reduced hours implemented for staff members during 2010/11
CW-CL-14	Reduction of Customers, Workforce and Governance Directorate support services	0	32	32	15	32	32	32	32	Development & Support savings realised earlier than anticipated.
	Total	203	229	229	253	229	254	300	254	
	Target		203	203		253	253		300	
	Remaining Shortfall/(Over Achievement)		(26)	(26)		24	(1)		46	

Sustainable Communities - Louise Wall

2011/12 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
Sustainable Communities Management	140		140	139	(1)	
Waste Management	18,587	(19)	18,568	18,193	(375)	Declining tonnages and therefore reduction in landfill charges and other disposal charges. Earmarked for possible redundancy costs 2012/13, assistance to Planning Policy in 2012/13 and infrastructure for Street Sweeping Contract (total proposed c/f £312k).
Country Parks	317	8	325	292	(33)	Increased income following successful peak season.
Exhibition & Construction Services	43		43	26	(17)	Increase in income - work done for Parks on Pooley Capital project has now been recharged
Forestry Services	53	1	54	95	41	Staffing issues resulting in overtime payments and possible reduced income.
Woodchipping Service	0		0	0	0	
Tree Inspections	79		79	80	1	
Rural Development	42		42	41	(1)	
Planning Policy	248	(3)	245	245	0	
Gypsy & Traveller Services	26	3	29	4	(25)	New income streams from Coventry and maintained occupancy rates resulted in increased income.
Regeneration Projects Core	685	(5)	680	654	(26)	Savings in training and consultancy costs. Will be requesting to carry forward for Olympics in 2012/13. Review of salaries to be undertaken when all redundancy costs are known.
Environmental Design	0		0	1	1	
Camp Hill Opportunities Centre	97		97	109	12	
LEP Delivery Team (formerly Economic Development & Business Support)	877	301	1,178	778	(400)	Reduced CSWP contribution and staffing savings. Further savings dependent upon outcome of application to Service Realignment Fund re Education Business Partnership redundancies
Local Economic Assessment	9		9	9	0	
Asset Management	(332)		(332)	(444)	(112)	Increased occupancy and fall out of income sharing agreement with Advantage West Midlands.
Education Business Partnership	59	1	60	42	(18)	Unexpected income. Assumes redundancy costs will be met by the Service Realignment Fund.
Building Sustainable Neighbourhoods	145		145	127	(18)	Savings in supplies & services. Will be needed for RCCO.
Camp Hill Administration	77		77	77	0	
Development Regulations	190	(3)	187	243	56	Planning income forecasts reduced.
ETW	55	(40)	15	(7)	(22)	One-off underspend due to lower than expected repayment of grant funding
Property Services transfer to Resources	(1,115)	595	(520)	(520)	0	
Shortfall in EED budget due to fallout of one off funds	(43)		(43)	(19)	24	Additional savings met from across range of business unit services
People Management	0		0	0	0	Budget moved to Localities
Improvement & Development *	0		0	0	0	This budget has been vired to Localities . Then to LEP delivery.
Additional pension charges	52		52	49	(3)	
Net Service Spending	20,291	839	21,130	20,214	(916)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
EE-ER-01/02	Rationalisation of Household Waste Recycling Centre and Services	453	340	453	2,002	340	2,002	3,090	3,090	Actions are being implemented to deliver the savings and no further mitigating actions are required.
EE-ER-03	Rural Services : Review of rents and income generation	25	19	25	35	19	35	40	40	On line to deliver in line with the business plan.
EE-SC-01	Development of a new Local Enterprise Partnership	17	17	17	380	263	380	452	452	
EE-SC-02	Increase income from business property. Transfer Opportunities Centre to an alternative provider	176	136	176	187	136	187	187	187	£40,000 additional surplus forecast from business centres. This will be confirmed at year end due to economic conditions and ability to fill centres at currently anticipated levels.
EE-SC-03	Reduce costs and increase income from gypsy and traveller settled sites	32	32	32	52	32	52	57	57	
EE-SC-04	Removal of County Planner post	48	48	48	48	48	48	99	99	
EE-SC-05	Education Business Partnership - agree exit strategy	50	50	50	50	50	50	100	100	
	Total	801	642	801	2,754	888	2,754	4,025	4,025	
	Target		801	801		2,754	2,754		4,025	
	Remaining Shortfall/(Over Achievement)		159	0		1,866	0		0	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10454000	Lower House Farm Waste Facility	1,817	660	5,043	0	7,519	1,817	660	5,043	0	7,519	0	0	
10181000	Nuneaton Household Waste & Recycling Centre	0	316	0	0	316	0	316	0	0	316	0	0	
10250000	Household Waste Recycling Centres Site Maintenance	712	74	0	0	787	712	114	0	0	826	40	40	Purchase of heavy plant and equipment as part of In-House project.
10207000	Waste Strategy - Waste Treatment & Transfer Facility	0	0	1,090	0	1,090	0	0	1,090	0	1,090	0	0	
11081000	Waste Infrastructure Support for District Councils	0	910	0	0	910	0	910	0	0	910	0	0	
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	28	0	0	65	0	0	Approval is requested to reallocate the unspent capital funds currently programmed for installing the last in-vessel composter unit in a school (5 already installed) to one of our Household Waste Recycling Centres (HWRC). This is because we are unable to find a school to run a scheme of this nature within their own premises. By installing a facility of this nature at one of the HWRCs, it would not only progress our aims of providing an educational tool, as the facility will be open for schools to visit, but also help to reduce disposal costs of green waste at that
10224000	Waste Strategy Implementation - District Support	0	4	0	0	4	0	4	0	0	4	0	0	
10381000	Waste Capital Infrastructure Grant	0	290	0	0	290	0	245	75	0	320	(45)	30	Purchase of heavy plant and equipment as part of In-House project.
10086000	Optima Centre, Nuneaton	7,620	0	56	0	7,676	7,620	0	56	0	7,676	0	(0)	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	54	0	640	586	0	54	0	640	0	0	

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years	2011/12	2012/13	2013/14 and later	Total	Earlier Years	2011/12	2012/13	2013/14 and later	Total	2011/12	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
10081000	Building Sustainable Neighbourhoods	2,217	128	0	0	2,345	2,217	99	0	0	2,316	(30)	(30)	
10202000	Masterplanning & Feasibility Small Scale Imps	0	80	0	0	80	0	0	80	0	80	(80)	0	
11007000	Hartshill Sports Pavilion, S106 Contribution	5	65	0	0	70	5	65	0	0	70	0	0	
11027000	Low Carbon Grants Coventry And Nuneaton	0	0	0	0	0					0	0	0	
10503000	Deprived Communities Environmental Improvements	0	1	0	0	1	0	1	0	0	1	(1)	(1)	
10154000	Centenary Business Centre Phase 3	0	6	0	0	6	0	0	0	0	0	(6)	(6)	
10908000	Camp Hill Opps Centre Unit 10/1B Refurb	0	13	0	0	13	0	0	0	0	0	(13)	(13)	
11005000	Centenary Business Centre - Toilet Facilities	0	23	0	0	23	0	23	0	0	23	0	0	
11006000	Sir Frank Whittle Business Centre - Heating	0	37	0	0	37	0	37	0	0	37	0	0	
10260000	Leam. To Rugby Disused Rlwy Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10271000	Countryside Maince - Base Programme 2009/10	68	43	0	0	111	68	100	0	0	168	57	57	Match funding of £50,000 was awarded to assist with the new play area at Kingsbury Water Park. Total cost of play area was £100,000.
10376000	Pooley Country Park Regeneration	128	205	0	0	333	128	200	0	0	328	(5)	(5)	
10282000	Countryside Maince - Base Programme 2010/11	45	165	0	0	210	45	157	0	0	203	(7)	(7)	
10983000	Countryside Maince - Base Programme 2011/12	0	50	0	0	50	0	0	50	0	50	(50)	0	
11022000	Countryside Maince - Base Programme 2012/13	0	0	50	0	50	0	0	50	0	50	0	0	
11023000	Countryside Maince - Base Programme 2013/14	0	0	0	50	50	0	0	0	50	50	0	0	
10386000	Refurbishment Of Griff Gypsy & Traveller 'Settled' Site	0	732	0	0	732	0	577	155	0	732	(155)	0	
10185000	E-Planning - New Computer System	0	22	0	0	22	0	22	0	0	22	0	0	
10105000	Minor Works 2004/05	0	1	0	0	1	0	1	0	0	1	0	0	
		13,308	3,853	6,320	50	23,531	13,308	3,559	6,680	50	23,597	(294)	66	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Value	Progress to date
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region		1550	2850	★		This is an annual measure - no quarterly actual available
M15002	The number employed in key target sectors in C&W		138000	136488	●	136488	Although not quite at the target level predicted, growth has been evident particularly in the manufacturing and computing sectors.
M15003	Businesses reporting skills shortages - survey		35	38.4	●	37.6	The situation in the labour market has worsened but the latest survey has not identified specific reasons for this other than it is obvious that there is a clear mismatch in skills between those on unemployment benefits and the jobs on offer indicating the need for up-skilling of the workforce. This is not something that can be easily addressed in the short term.
M15004	% of businesses who feel that C&W is a good place to do business - survey		74				The CWLEP Business Survey is being developed by Coventry City Council and will take place by the end of 2011.
M15005	Occupancy rates at WCC Business Centres		85	83	●	83	The year end forecast has been revised due to lower than expected occupancy levels. A further indicator is the decline in enquiries at quarter with a total of 13 compared to a previous quarter total of 24 thus reducing conversion opportunities of new tenants.
M15006	Total of all planning applications processed within target	73.33	70	70	★	59.4	The quarter 2 actual result was 74% of applications processed within target thereby improving the year to date result at quarter 2 to 59.4%. It is hoped that the full year result can be achieved despite the poor result from quarter 1.
M15007	Highway Authority Applications responded to within the target of 21 days	87	80	80	★	86	Quarter 2 performance was down slightly compared to quarter 1 principally due to a reduction in staff numbers and the work handover period. We remain confident that the full year target will be attained
M15008	% of planning applications where chargeable pre-application advice was given		15	15	★	13.51	Although significantly improved in quarter 2, the ytd figure remains behind target. It is considered that this is recoverable in the final half of the year.
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	88	85	85	★	100	
M15000	Residual household waste per household		589	589	▲		Quarter 2 results expected January 2012
M15010	Household waste re-used, recycled & composted		50	50	★		Quarter 2 results expected January 2012
M15011	The proportion of Municipal waste landfilled.		37	37	★		Quarter 2 results expected January 2012
M15012	Percentage of household waste that has been used to recover heat, power and other energy sources		18.9	18.9	★		Quarter 2 results expected January 2012
M15013	Percentage recycling and composting performance at Household Waste recycling Centres		62	62	★		Quarter 2 results expected January 2012
M15014	County Parks Income (£000s)		670	670	★	526.64	Income is front loaded (weather, daylight hrs, summer holidays, permit sales, etc.)
M15015	Country Parks - visitor numbers (000s)		720	720	★	413.98	Dry Summer. 10% up at Kingsbury Water Park, 14% across other sites
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days		95	95	★	100	No severe weather events experienced in quarter 1 or 2.
M15017	Country Parks - Service Delivery		4	4	★		Considered to be on track to complete 4 Management Plans by year end

Localities and Community Safety - Mark Ryder

2011/12 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
Countywide CVS	20		20	20	0	
Countywide Alcohol and Drugs	197		197	197	0	
Localities funding brought forward from 2010/11	0		0	0	0	
Youth Justice Service	1,247	741	1,988	1,934	(54)	Due to freeze on salary posts and delay in recruitment. Also delay in delivering Rugby Bloxham unit, which has had an effect on delivering service to young people.
Community Safety	797	0	797	823	26	Savings not delivered for full year (i.e redundancy mid year)
DAAT	337	0	337	337	0	
Voluntary Sector Grants	795	145	940	968	28	
Big Society	150	105	255	255	0	
Domestic Violence	224	0	224	224	(0)	
Localities	1,406	(1)	1,405	1,384	(21)	
Arts Service	131	(9)	122	122	0	
Museums Service	557	11	568	555	(13)	
Ecology	45	0	45	47	2	
Heritage Education	77	17	94	96	2	
County Records Office	376	(7)	369	368	(1)	
Heritage & Culture Management	101	(3)	98	149	51	
Archaeology	74	(2)	72	145	73	Decline in income from projects group due to economic downturn
Trading Standards - Quality & Resources	231	(1)	230	213	(17)	Reduction in overheads due to reduction in size of service
Trading Standards - Premises	67	0	67	58	(9)	Reduction in overheads due to reduction in size of service
Trading Standards - Senior Management	311	(3)	308	360	52	Funding redundancies costs
Trading Standards - Talking Shop	13	0	13	10	(3)	
Trading Standards - Compliance	430	(5)	425	358	(67)	Reduction in sampling and other expenditure due to less staff, vacant post in addition to redundancies
Trading Standards - Investigation	325	0	325	294	(31)	Reduction in sampling and other expenditure due to less staff
Trading Standards - Food & Animal Health	211	(3)	208	208	0	
Trading Standards - Calibration	(10)	0	(10)	(8)	2	
Trading Standards - Community & Business Education	135	0	135	128	(7)	Reduction in project work due to less staff
Tourism	86	(1)	85	87	2	
Narrowing the Gaps	38	0	38	30	(8)	
Emergency Planning	235	(4)	231	150	(81)	Savings made early due to sub regional partnership, vacant post
Flood Authority	143	0	143	127	(16)	
Property Services transfer to Resources	(274)	(69)	(343)	(343)	0	
Shortfall in EED budget due to fallout of one off funds	(1)		(1)	0	1	
Leadership Team	160	0	160	184	24	
L&CS Manager	312	(10)	302	302	0	
ICT Services	266		266	266	0	
Legal Services	328		328	572	244	Anticipated overspend on Legal Services charges (All former EED services) - some of this may need to be recharged to capital schemes, analysis to be undertaken.
County Partnerships	94		94	94	0	
Race Equality	98		98	98	0	
People Management	149		149	129	(20)	
Improvement & Development	305	(306)	(1)	(1)	0	
Customers & Communication	438		438	412	(26)	
Net Service Spending	10,624	595	11,219	11,352	133	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
EE-HC-01	Reduction in the Arts for Health budget	59	59	59	59	59	59	59	59	Arts for Health grant was withdrawn and service has ceased.
EE-HC-02	Reduction in the Heritage Education staffing	26	26	26	26	26	26	26	26	Ongoing saving will be generated at the end of an existing short-term contract. Shortfall in 2011/12 will be met by one-off savings with full year effect being delivered in 2012/13.
EE-HC-03	Reduction in Museums Service staffing	26	26	26	26	26	26	26	26	Vacant post has been removed from establishment.
EE-HC-04	County Records Office On-Line development	10	10	10	20	12	20	20	20	Contract has been signed with Ancestry.com, generating new income source.
EE-HC-05	Transformation of Heritage and Cultural Services	0	0	0	35	0	35	216	216	Some decisions have already been implemented to deliver future years savings .
EE-TS-01	Develop a sub-regional Emergency Management function	7	7	7	22	7	22	64	64	Sub-regional emergency management agreement has been signed and service is operational.
EE-TS-02	Reduce Trading Standards pro-active work	7	7	7	66	7	66	107	107	Action to reduce staffing and implement savings plans have been taken
EE-TS-03	Reduce Trading Standards front-line enforcement	0	0	0	25	0	25	81	81	Action to reduce staffing and implement savings plans have been taken
EE-TS-04	Reduce Trading Standards support for vulnerable	0	0	0	41	0	41	66	66	Action to reduce staffing and implement savings plans have been taken
EE-TS-05	Reduce Trading Standards support service and	122	122	122	196	122	196	209	209	Action to reduce staffing and implement savings plans have been taken
PPU-03	Transformation of Performance & Improvement Services workforce	60	40	60	60	40	60	60	60	One post has already been removed. The remaining saving is expected to be delivered through a combination of reducing overheads and reconfiguring staffing/ working hours.
CW-CL-01	Restructure Community Safety and Localities management and teams	0	9	9	17	17	17	97	97	0.5 Admin Post already saved. Restructuring of the team is planned .
CW-CL-08	Reconfiguration of Locality arrangements	10	52	52	10	52	52	160	160	One Area Manager post deleted April 2011. Further restructuring being planned.
CW-CL-07	Anti-Social Behaviour PCSOs	51	51	51	128	128	128	128	128	No funding provided to the police.
CW-CL-10	DAAT Commissioning	0	0	0	34	34	34	34	34	Service recommissioning exercise on target to deliver these savings by December
CW-CL-13	Reshaping the approach to the Voluntary & Community Sector & Community Grants	100	100	100	378	278	278	378	378	Area Committee grants reduced from £400,000 to £300,000. £278,000 in 2012/13 still to be negotiated or re-contracted with voluntary sector. £278,000 also dependant upon WREP grant being transferred to LCS as £40,000 of savings relate to this.
EE-ER-05	Savings in staffing in improvement and development and customers and communications	27	27	27	33	33	33	46	46	One post removed (postholder redeployed) at the end of 2010/11.
Total		505	536	556	1,176	841	1,118	1,777	1,777	
Target			505	505		1,176	1,176		1,777	
Remaining Shortfall/(Over Achievement)			(31)	(51)		335	58		0	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years	2011/12	2012/13	2013/14 and later	Total	Earlier Years	2011/12	2012/13	2013/14 and later	Total	2011/12	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
10623000	Heritage & Cultural Service - Digital Data Storage	26	0	24	0	50	26	0	24	0	50	0	0	
10628000	Public Arts Programme - 2003/04	60	14	0	0	74	60	14	0	0	74	0	0	
10937000	St. Johns - Outdoor Spaces	30	5	16	0	51	30	5	16	0	51	0	0	
10646000	Substance Misuse Services	146	75	0	0	221	146	75	0	0	221	(0)	(0)	
		262	94	40	0	396	262	94	41	0	396	(0)	0	

Performance Indicators

Ref	Measure	2010/11 Year End Actual	2011/12 Target	Year End Forecast	Year End Alert	Qtr 2 Actual	Progress to date
M13000	The proportion of the adult population who agree that they feel able to influence decisions affecting their local area		31.7	29.7			This indicator will be measured by means of the Citizens Panel survey, results of which will be available in quarter 3. Although we had targeted a 2% increase in this measure, our belief is that we will at best maintain our previous performance as the recent cuts in services lead people to believe they are not able to influence local decision making.
M13001	Incidents of serious acquisitive crime (per 1,000)	11.84	11.82	12.37		6.33	Multi-agency strategic and operational groups are working on a burglary reduction initiative. Projections based on latest actuals at quarter 2 would indicate that we are likely to miss the year end target for this measure.
M13002	Incidents of all violent crime	5.38	5.38	5.52		2.76	A violent crime strategy is currently under development. Projections based on latest actuals at quarter 2 would indicate that we are likely to miss the year end target for this measure.
M13003	Incidents of anti-social behaviour		25384	22805		12277	Anti-social behaviour has been reclassified making comparisons with previous years inaccurate. ASB processes are being reviewed to meet the requirements of the new classification and to ensure support to victims.
M13004	Rate of alcohol related hospital admissions per 100,000 population		1779	1779			Quarter 2 result unlikely to be available before March 2012. 2010/11 year end data for this indicator is due to be released shortly. Reducing alcohol related hospital admissions is a long term project, as an individual's current drinking habits may influence the admission statistics in ten, twenty or even thirty years time. Targets set for 2011/12 to slow the rate of increase to below the forecast trajectory.
M13005	Successful drug and alcohol treatment completions		20	20			The target is for the first year of the new, integrated drug and alcohol treatment service (Dec 11 - Nov 12). As the performance year for this measure does not start until December 2011, we are unlikely to have met the 30% stretch target by the end of March 2012. A request to amend the target to 20%, reflecting only 4 months activity towards achieving the objectives, has been made.
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)		33	33			The target relates to a new service, which will commence on 1st December 2011. As the performance year for this measure does not start until December 2011, we are unlikely to have met the target by the end of March. A request to amend the target to 33%, reflecting only 4 months activity towards achieving the objectives, has been made.
M13007	% Community Safety action plan interventions completed		80	80			This is an annually reported measure. Projects are ongoing at the start of the year and others will be added during the year in response to local situations, and others will be completed. Some projects will be longer and more intense than others. This indicator cannot therefore be reliably measured quarterly.
M13008	% Actions in Domestic Abuse Action Plan achieved		75	75			This is an annually reported measure - no quarterly results available. Actions will take place over the course of the year and not at regular intervals to measure quarterly progress.
M13009	First time entrants to the youth justice system	382	381	260		130	This measure is continuing to perform significantly better than the preceding year.
M13010	% actions in the Child Poverty Action Plan achieved		80				Latest data not currently available
M13011	Rate of proven re-offending by young offenders		0.71	0.71			Annual measure
M13012	Number of formal enforcement actions commenced	80				30	Indicator only, no target set.
M13013	Total number of interventions with business	4222				1012	Indicator only, no target set.
M13014	Total cost of formal actions					16075.91	Indicator only - latest available figure reported.
M13015	Total number of customer complaints actioned	1836				879	Indicator only, no target set
M13016	Total number of samples taken	127				114	Indicator only, no target set.
M13017	% of samples found to be unsatisfactory	47				35	Indicator only, no target set.
M13018	Total number of doorstep crime rapid responses	38				33	Indicator only, no target set.
M13019	Total number of urgent animal welfare interventions	12				23	Indicator only, no target set.
M13020	Total number of FSA food alerts actioned	0				0	Indicator only, no target set.
M13021	Total number of households in No Rogue Trader Zones	7976	8278	8278		8278	Targeted increase achieved in quarter 1.
M13022	Total money saved for consumers (redress)	13865				20273	Indicator only, no target set.
M13023	Total money saved for consumers (saved)	5319				40563	Indicator only, no target set.
M13024	Number of interactions with school aged children	15544	27000	27000		16367	Target increased by 10,000 per annum as the original target did not include general museum visits.
M13025	% satisfaction rate relating to community forums		80	80			This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.
M13026	% actions in locality plans achieved		80	80			This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.
M13027	% target outcomes in locality plans achieved		70	70			This will be measured by means of a thorough analysis of the Community Forums, including an on-line survey, which will take place early in the new year.
M13028	% County residents volunteering once a month		26.5				The data source for this measure was the Place survey - a corporate decision was taken not to undertake the survey this year and, as such, data will not be available.

Transport and Highways - Graeme Fitton

2011/12 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
Transport & Highways Management	167		167	166	(1)	
Traffic Projects	1,025	(10)	1,015	1,015	0	
HTI & Transport Planning	987	123	1,110	912	(198)	Forecast accounts for £195k proposed carry forwards to 12/13 (including balance of revenue contribution to intergrated capital of £65k). £153k achieved by early delivery of savings plan. In addition we intend to fund £110k for Rugby Western Relief road and £40k for other outstanding debts.
Road Safety Unit	662	76	738	531	(207)	£6k budget amended for travel adjustments, pls £82k transferred into revenue from 2010/11 carry forwards to support safety camera operations and other road safety initiatives. Underspends are mainly due to additional income from Speed Awareness Workshops.
Civil Parking Enforcement	(533)		(533)	(533)	0	Additional income from parking charges and fine income, plus underspends on funding allocated to set-up costs in Nuneaton and Bedworth. The plan is to use £200k to repay outstanding debt.
Stratford Park & Ride	148		148	153	5	
Network Performance	(55)	(45)	(100)	(129)	(29)	Additional income from utilities. £45k vired to Big Society in Localities& Community Safety. The plan is to use £160k to repay outstanding debt.
County Highways	10,589		10,589	9,657	(932)	Savings on our administration budgets and increased income, negotiation of a lower final settlement on the previous contract to release funds from prior years .The risk pot we had has recently been allocated to works and this underspend will be used to recreate this next year plus further investment in winter gritting equipment and roads maintenance to offset the impact of the savings required from this budget.
Depots	265		265	265	0	
Street Lighting	3,179		3,179	3,179	0	
Winter Maintenance	1,300		1,300	1,300	0	
Countryside Access	413	(6)	407	401	(6)	
Design Services	(303)	(3)	(306)	(676)	(370)	Increased income and windfall income for South West Warwicks. This will be needed to carryforward to cover potential pressures in 2012/13.
Design Services General Functions	223		223	223	0	
Design Services Prior Year balances	92		92	94	2	Costs relating to Bilton Road scheme.
Bridge Maintenance	226		226	226	0	
County Fleet Maintenance	(218)		(218)	(217)	1	
Transport Operations	2,495		2,495	2,500	5	
Concessionary Travel	7,411		7,411	6,192	(1,219)	Budget pressure funding allocated before DfT allocation for the scheme when it transferred to WCC is not required for 2011/12 (£696k, with a further £150k that has already been transferred to reserves). In addition, latest information on payments due to bus operators this year indicate a further underspend of £523k. However, a 6% increase in payments to operators is expected next year, because of adjustments to the scheme, and there will be significant one-off costs for pass renewals, a new computer system and costs of customer service centres; therefore it is proposed that the underspend is carried forward to 2012/13 to fund these.
Property Services transfer to Resources	(948)	210	(738)	(738)	0	
Shortfall in EED budget due to fallout of one off funds	(58)		(58)	(26)	32	
Historic Pension Costs	326		326	306	(20)	
Net Service Spending	27,393	345	27,738	24,801	(2,937)	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
EE-ER-05	Savings in staffing in customers and communications	0	0	0	0	0	0	13	13	
EE-TW-01	Stop all bespoke community transport other than flexi bus	114	114	114	198	198	198	198	198	A report went to Cabinet on 17 March identifying value for money Community Transport schemes to secure funding of approx £40,000. Since issue of report DfT announced one-off community transport grant of £183,000 to enable all schemes to remain in 2011/12. Budget pressure therefore likely to arise in 2012/13.
EE-TW-02	Stop all subsidised evening bus services	450	450	450	450	450	450	450	450	
EE-TW-03	Stop all survey work to collect traffic data	12	170	170	200	200	200	200	200	Staff reductions made by April 2011
EE-TW-04	Reduction in safety camera activity	620	620	620	620	620	620	620	620	Safety camera activity has been reduced by £620,000 to £580,000 and is funded from speed awareness workshop income of £330,000 and a £250,000 budget approved by members to maintain the service. This has been achieved by reducing the funding that is available to Warwickshire Police under a service level agreement to carry out operations.
EE-TW-05	Reviews of Traffic Regulation Orders for civil parking enforcement areas	120	120	120	120	120	120	120	120	A programme of work incorporating a reduced level of service has been adopted. Variations to parking/waiting restrictions are being restricted to one per year per District in those Districts where CPE is operational and staff resources have been downsized appropriately.
EE-TW-06	Minor sign and carriageway marking schemes, other than those funded from Area Committee delegated budgets, would not be carried out	70	70	70	70	70	70	70	120	Provision of minor sign and carriageway marking schemes, in response to ad hoc requests, has been discontinued. Requestors are advised of this.
EE-TW-07	Stop resurfacing work from revenue	500	500	500	500	500	500	500	500	Budget for ordering resurfacing work under the Highway Maintenance contract has been reduced by £500,000.
EE-TW-08	Street Light switch-off / trimming	0	0	0	0	0	0	500	500	
EE-TW-10 & 15	Scaling back of Countryside Access activities	325	325	325	500	500	500	500	500	Most staff reductions have already been made and the remainder will be implemented during Summer 2011.
EE-TW-11	Reducing the amount of condition survey work	50	50	50	100	25	50	50	50	The saving from condition survey work was overstated it should only have been £50,000 in total over the three years. The difference will be found from savings elsewhere in County Highways. The saving delivered to date is pro rata to a full year's saving.
EE-TW-12	Street Light Energy Savings	500	500	500	500	500	500	500	500	Energy costs have reduced significantly under the current energy contract. However, the volatility of global energy prices means that this will need to be kept under review as contracts fall due for renewal.
EE-TW-13	Stratford Park and Ride	20	20	20	40	20	40	60	43	It will not be possible to achieve the full saving of £20k in 2011/12 - a saving of £14k is predicted. The shortfall will be met from underspends in Transport Planning. The required savings in 2012/13 and 2013/14 may also not be achieved, but income from Stratford Parkway will in due course deliver much greater financial benefit through additional income. In the interim, the shortfalls will be met from other areas of Transport Planning.
EE-TW-14	Highways term maintenance contract savings	0	0	0	0	0	0	600	600	Increased to cover the shortfall on EE-TW-11
EE-TW-16	Passenger Transport – Revision of passenger transport network serving Coleshill Parkway and Birmingham International	200	200	200	200	200	200	200	200	
EE-TW-17	Changes to on-street parking charges across the County	100	100	100	100	100	100	100	100	These charges are collected by the District Councils on behalf of WCC. The changes to parking charges in Stratford on Avon District, Warwick District and Rugby Borough were approved on 16/12/10 and implemented on 1/4/11. The figures from the Districts for the first quarter of 2011 are not available yet. However data obtained using the database that captures data from the on-street cash machines indicates an increase in income for the first quarter of £73,000.
EE-TW-18	Stop replacing non-regulatory carriageway markings	100	100	100	100	100	100	100	100	Budget for ordering this type of lining work under the Highway Maintenance contract has been reduced by £100,000 and where appropriate lining is not being replaced.
	Total	3,181	3,339	3,339	3,698	3,603	3,648	4,781	4,814	
	Target		3,181	3,181		3,698	3,698		4,781	

Remaining Shortfall/(Over Achievement)	(158)	(158)	95	50	(33)
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2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
Major Schemes														
10144000	A429 Barford By-Pass	10,554	136	0	0	10,690	10,554	100	36	0	10,690	(36)	0	
10076000	Nuneaton Major Project	6,307	115	0	0	6,422	6,307	2	113	0	6,422	(113)	0	
10203000	Rugby Western Relief Road	57,184	1,000	1,000	1,312	60,495	57,184	946	1,342	1,024	60,495	(55)	0	
Structural Maintenance of Roads														
10389000	Highways Maintenance - LTP and Base Programme 2009/10	7,658	0	0	0	7,658	7,658	(92)	0	0	7,566	(92)	(92)	
10497000	Highways Maintenance - LTP and Base Programme 2010/11	8,489	0	0	0	8,489	8,489	(19)	0	0	8,469	(19)	(19)	
10166000	B4455 Fosse Way	0	0	0	0	0	0	60	0	0	60	60	60	Budgets have been reallocated to reflect current priorities for the maintenance of the highways network.
10130000	Structural Maintenance Of Roads 2005/06	0	0	0	0	0	0	13	0	0	13	13	13	
10325000	Detrunking Of Roads	0	0	0	0	0	0	16	0	0	16	16	16	
10984000	Structural Maintenance of Carriageways North	0	1,358	0	0	1,358	0	1,194	0	0	1,194	(164)	(164)	
10985000	Structural Maintenance of Carriageways South	0	2,037	0	0	2,037	0	1,614	0	0	1,614	(423)	(423)	
10157000	Structural Maintenance Of Roads 2006/07	0	0	0	0	0	0	1	0	0	1	1	1	
10344000	A435 At Studley	0	0	0	0	0	0	(56)	0	0	(56)	(56)	(56)	
10197000	Highways Maintenance Improvement and Safety 07/08- North Warwickshire Area Committee	361	59	0	0	420	361	1	58	0	420	(58)	(0)	
10196000	Highways Maintenance Improvement and Safety 07/08- Nuneaton and Bedworth Area Committee	347	53	0	0	400	347	0	53	0	400	(53)	0	
10199000	Highways Maintenance Improvement and Safety 07/08- Rugby Area Committee	253	107	0	0	360	253	16	124	0	392	(92)	32	
10188000	Highways Maintenance - Improvement and Safety 2007/08 - Warwick Area Committee	0	9	0	0	9	0	0	10	0	10	(9)	1	
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	0	12	0	0	12	0	27	17	0	44	15	32	Overspends on schemes funded from underspends in the other years allocations.
10289000	Highways Maintenance Improvement and Safety 08/09- Warwick Area Committee	347	94	0	0	441	347	52	42	0	441	(42)	0	
10279000	Highways Maintenance Improvement and Safety 08/09- North Warwickshire Area Committee	327	87	0	0	414	327	10	86	0	424	(76)	10	
10261000	Highways Maintenance Improvement and Safety 08/09- Nuneaton and Bedworth Area Committee	410	24	0	0	434	410	(7)	31	0	434	(30)	0	
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	0	10	0	0	10	0	6	29	0	35	(4)	25	Overspends on schemes funded from underspends in the other years allocations.
10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	0	35	0	0	35	0	0	35	0	35	(35)	(0)	
10415000	Highways Maintenance Improvement and Safety 09/10- North Warwickshire Area Committee	324	116	0	0	440	324	24	84	0	432	(92)	(8)	
10412000	Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee	278	163	0	0	440	278	(13)	176	0	440	(176)	0	
10390000	Highways Maintenance Improvement and Safety 09/10 Stratford on Avon Area Committee	313	131	0	0	445	313	11	21	0	345	(121)	(100)	
10407000	Highways Maintenance - Improvement and Safety 2009/10 - Nun and Bedworth Area Committee	0	37	0	0	37	0	3	34	0	37	(35)	(0)	
10395000	Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area Committee	0	32	0	0	32	0	19	20	0	39	(13)	7	Overspends on schemes funded from underspends in the other years allocations.

10473000	Highways Maint/Road Safety 2010/11 Warwick Area	352	48	0	0	400	352	51	0	0	403	3	3	
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	373	27	0	0	400	373	16	11	0	400	(11)	0	
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	325	75	0	0	400	325	25	51	0	400	(51)	0	
Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10471000	Highways Maint/Road Safety 2010/11 Rugby Area Committee	275	125	0	0	400	275	81	43	0	400	(43)	0	
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	400	11	0	0	411	400	35	0	0	435	24	24	
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	0	400	400	400	1,200	0	322	478	400	1,200	(78)	0	
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	0	400	400	400	1,200	0	343	457	400	1,200	(57)	0	
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	0	400	400	400	1,200	0	281	519	400	1,200	(119)	(0)	
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	0	400	400	400	1,200	0	320	480	400	1,200	(80)	0	
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	0	400	400	400	1,200	0	418	482	400	1,300	18	100	This mainly relates to Earlswood crossroads where the scheme has been extended.
11016000	Highways Structural Maintenance 2011/12	0	338	0	0	338	0	135	0	0	135	(204)	(204)	Budgets have been reallocated to reflect current priorities for the maintenance of the highways network.
10994000	Patching Surface Dressing - North	0	187	0	0	187	0	353	0	0	353	166	166	
10995000	Patching Surface Dressing - South	0	279	0	0	279	0	449	0	0	449	170	170	
10988000	Surface Dressing - North	0	937	0	0	937	0	1,280	0	0	1,280	343	343	
10989000	Surface Dressing - South	0	1,405	0	0	1,405	0	1,665	0	0	1,665	260	260	
10986000	Structural Maintenance of Footways North	0	575	0	0	575	0	515	0	0	515	(60)	(60)	
11000000	Road Markings Structural Maintenance North	0	17	0	0	17	0	31	0	0	31	14	14	
11001000	Road Markings Structural Maintenance South	0	25	0	0	25	0	46	0	0	46	21	21	
11017000	Highways Structural Maintenance 2012/13	0	0	12,669	0	12,669	0	0	12,669	0	12,669	0	0	
11018000	Highways Structural Maintenance 2013/14	0	0	0	12,437	12,437	0	0	0	12,437	12,437	0	0	
10996000	Patching Carriageways Structural - North	0	186	0	0	186	0	180	0	0	180	(6)	(6)	
10997000	Patching Carriageways Structural - South	0	279	0	0	279	0	270	0	0	270	(9)	(9)	
10990000	Slurry Sealing North	0	270	0	0	270	0	270	0	0	270	0	0	
10991000	Slurry Sealing South	0	180	0	0	180	0	180	0	0	180	0	0	
10992000	Micro Asphalt North	0	225	0	0	225	0	225	0	0	225	0	0	
10993000	Micro Asphalt South	0	150	0	0	150	0	150	0	0	150	0	0	
10987000	Structural Maintenance of Footways South	0	383	0	0	383	0	343	0	0	343	(40)	(40)	
10998000	Road Markings Surface Dressing North	0	187	0	0	187	0	191	0	0	191	4	4	
10999000	Road Markings Surface Dressing South	0	280	0	0	280	0	282	0	0	282	2	2	

11002000	Road Markings Micro Asphalt North	0	25	0	0	25	0	0	0	0	0	(25)	(25)	
11003000	Road Markings Micro Asphalt South	0	16	0	0	16	0	0	0	0	0	(16)	(16)	
10976021	Maintenance/Renewal Vehicle Actuated Signs	0	20	0	0	20	0	0	20		20	(20)	0	
Structural Maintenance of Bridges														
10421000	Portobello Bridge	335	0	0	1,000	1,335	335	20	100	1,055	1,510	20	175	Further detailed work on the proposals have increased the scheme costs .
10977000	Minor Bridge Maintenance Schemes 2011/12	0	1,030	0	0	1,030	0	805	230	0	1,035	(225)	5	
10090000	Southam Fields Estate Bridge	0	1	0	0	1	0	0	0	0	0	(1)	(1)	
10106000	Other Road Over Rail Bridge Safety Schemes 2004/2005	0	14	0	0	14	0	2	0	0	2	(12)	(12)	
10156000	Structural Maintenance Of Bridges 2006/07	0	1	0	0	1	0	0	0	0	0	(1)	(1)	
10281000	Structural Maintenance Of Bridges 2008/09	0	1	0	0	1	0	4	0	0	4	3	3	
10413000	Structural Maintenance Of Bridges 2009/10	0	66	0	0	66	0	73	0	0	73	7	7	There is a small increase in the schemes carried forward from previous years
10432000	A4189 Claverdon Station Footbridge	0	2	0	0	2	0	0	0	0	0	(2)	(2)	
10456000	B4451/07 Harbury Station Bridge Approach	0	90	0	0	90	0	0	0	0	0	(90)	(90)	
10472000	Structural Maintenance Of Bridges 2010/11	0	111	0	0	111	0	31	0	0	31	(80)	(80)	
10922000	Structural Maintenance Of Bridges 2007/08	0	5	0	0	5	0	2	0	0	2	(4)	(4)	
10943000	Bridge Assessments 1997/98	0	4	0	0	4	0	0	0	0	0	(4)	(4)	
10353000	E2289/01 Wolfhampcote Bridge Infill	0	2	0	0	2	0	3	0	0	3	2	2	
10653000	Bridge Assessment - 1999/00	0	2	0	0	2	0	0	0	0	0	(2)	(2)	
Integrated Transport														
10915000	Decriminalisation - Nuneaton and Bedworth	11	0	0	492	503	11	0	0	491	503	0	(1)	
10318000	Kenilworth Connect2	232	449	170	0	851	232	349	270	0	851	(100)	0	
10362000	Kenilworth Station	1,582	50	0	638	2,270	1,582	50	0	638	2,270	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	276	464	1,068	5,321	7,129	276	375	1,247	5,231	7,129	(89)	0	
10192000	Safety Camera Funded Schemes 2007/08	888	148	0	0	1,036	888	129	44	0	1,061	(19)	25	
10981000	NUCKLE	0	670	700	1,350	2,720	0	670	700	1,350	2,720	0	0	
10980000	M40 Junction 14	0	50	750	0	800	0	30	770	0	800	(20)	0	
Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10979000	West Midlands Transport Information System	0	35	35	35	105	0	0	35	35	70	(35)	(35)	
10370000	Stratford-Upon-Avon, Alcester Rd Cycleway	0	0	0	15	15	0	0	0	15	15	0	0	
10374000	Leamington - Shires Retail Park Access Improvements	0	0	34	0	34	0	0	0	0	0	0	(34)	
10335000	Variable Message Signs For Car Parking In Rugby	0	2	0	0	2	0	0	2	0	2	(2)	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick	0	2	0	130	132	0	0	0	132	132	(2)	0	
10653000	Delegated Budgets To Area Committees 2006/2007	0	5	0	0	5	0	0	0	0	0	(5)	(5)	
10288000	Minor Safer Routes To School 2009/10	0	6	0	0	6	0	6	0	0	6	0	0	
10123000	Improvements to the Parade in Leamington	0	81	0	0	81	0	40	39	0	79	(41)	(3)	
10359000	Griff Roundabout	0	10	0	0	10	0	0	0	0	0	(9)	(9)	
10365000	Rugby Town Centre Improvements	0	24	1	0	24	0	25	0	0	25	1	1	
10500000	Safer Routes To School 2010/11	0	65	0	0	65	0	65	0	0	65	0	0	
10515000	Nuneaton, Bracebridge Rd Area One Way System	0	81	0	0	81	0	46	35	0	81	(35)	0	
10269000	Minor Traffic Mgmt/Congestion 2009/10	0	8	0	0	8	0	8	0	0	8	0	0	
10302000	Minor Casualty Reduction Schemes 2008/09	0	10	0	0	10	0	10	0	0	10	0	0	
10459000	Casualty Reduction Schemes 2010/11	0	77	0	0	77	0	77	0	0	77	(0)	(0)	
10313000	Stratford Waterside/Southern Lane	0	60	40	0	100	0	40	0	0	40	(20)	(60)	
10540000	Nuneaton, Queens Rd Phase 1	0	64	26	0	90	0	64	26	0	90	0	0	
10351000	Hatton, Station Car Park Extension	0	145	0	0	145	0	110	35	0	145	(35)	0	
10978000	Safety Engineering Schemes under £100,000	0	246			246	0	10	194	0	203	(236)	(43)	
10434000	Aylesford School - Woodloes Park Cycle Route Phase 2	0	0	0	0	0	0	0	47	0	47	0	47	This scheme was reduced in Quarter 1

10428000	Aylesford School - Woodloes Park Cycle Route Phase 3	0	0	0	0	0	0	0	69	0	70	0	70	2010/11 in order to meet funding pressures in the capital programme. The values included here represent the amount of developer funding available.
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10129000	Village Speed Reviews 2005/2006	0	0	0	0	0	0	5	0	0	5	5	5	
10303000	Minor Casualty Reduction Schemes 2009/10	0	0	0	0	0	0	1	0	0	1	1	1	
10476000	Public & Community Transport 2010/11	0	0	0	0	0	0	1	0	0	1	1	1	
11080000	Minor Integrated Revenue Funded 2011/12	0	126	0	0	126	0	39	87	0	126	(87)	0	
Developer Funded Schemes														
10375000	Rugby Package - Lawford Road/Addison Road	127	40	0	0	167	127	0	0	0	127	(40)	(40)	
10191000	Minor Developer Schemes 2006/2007	0	7	0	0	7	0	7	0	0	7	(0)	(0)	
10002000	Rugby Portland Cement-Right Hand Turning Lane	902	5	0	0	907	902	0	0	0	902	(5)	(5)	
10522000	Rugby Clifton Links Site (Transport) - Section 106	0	10	0	0	10	0	0	0	0	0	(10)	(10)	
10040000	Doctors Hill Tanworth-In-Arden - Traffic Calming	0	7	0	0	7	0	0	0	0	0	(7)	(7)	
10082000	Heathcote Offsite Junction Improvements	2,891	101	0	0	2,992	2,891	2	101	0	2,993	(99)	1	
10067000	Parcelforce Baginton - Section 106 2000/2001	45	10	0	0	56	45	0	0	0	45	(10)	(10)	
10929000	Keresley/Wheelwright Lane- Prologis Park Developmt	199	10	0	0	209	199	0	0	0	199	(10)	(10)	
10173000	Emscote Lawn Warwick - Highways/Traffic/Cycleway	160	126	0	0	286	160	0	0	0	160	(126)	(126)	
10079000	Canton Lane Lea Marston - New Roundabout (Astral)	153	4	0	0	157	153	0	0	0	153	(4)	(4)	
10912000	Knightcote Road Bishops Itchington	61	19	0	0	80	61	0	0	0	61	(19)	(19)	
10449000	Shipston Station Road - Access/Traffic Calming	2	6	0	0	8	2	0	0	0	2	(6)	(6)	
10093000	Stratford Southern Relief Road - Eastern Extension	2,275	1	0	0	2,276	2,275	1	0	0	2,276	(0)	(0)	
10085000	A423 Southam New Galanos House Developmt- Crossing	66	4	0	0	70	66	0	0	0	66	(4)	(4)	
10092000	Nuneaton Camp Hill - New Signalised Junction	408	5	0	0	413	408	0	0	0	408	(5)	(5)	
10142000	Wixford Village - Traffic Calming	6	6	0	0	12	6	0	0	0	6	(6)	(6)	
10104000	Clifton Road Rugby - Upgrade Of Puffin Crossing	31	19	0	0	50	31	0	0	0	31	(19)	(19)	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	2	108	0	0	110	2	1	107	0	110	(107)	0	
10124000	Cubbington, South View Rd Access and Highway	64	5	0	0	68	64	0	0	0	64	(5)	(5)	
10438000	Leamington, Junct Altns At Former Potterton Works	0	200	200	0	400	0	4	397	0	400	(197)	0	
10164000	Shipston, Tilemans Lane - Traf Calming	61	49	0	0	110	61	0	11	0	72	(49)	(38)	
10257000	Sw Warks Fisher Brook Flood Alleviation	0	15	1,135	0	1,150	0	0	1,150	0	1,150	(15)	0	
10329000	Kenilwth/Talisman Sq Access To Waitrose	312	27	0	0	339	312	0	0	0	312	(27)	(27)	
10446000	Rugby, A426 Leicester Rd	5	0	0	1,961	1,966	5	0	1,961	0	1,966	0	0	
10435000	Stoneleigh Park Link Road	189	0	0	11,811	12,000	189	0	0	0	189	0	(11,811)	The Developer has decided not to proceed with the scheme.
10338000	Ryton, A423 Prologis Pk Devel Roundabt For Access	8	0	924	0	932	8	0	924	0	932	0	0	
10382000	Warwick Town Centre Traffic Management	158	250	250	0	658	158	250	375	0	783	0	125	The scheme scope has been increased in response to the Public consultation.
10930000	Stratford, Guild St - College House Development	110	220	0	0	330	110	173	0	0	283	(47)	(47)	
10931000	Access To Guide Dog Breeding Centre – Bishops Tachbrook	141	100	0	0	240	141	144	0	0	284	44	44	
10372000	Kingsbury, Kingsbury Mill Footway and Carriageway	66	29	0	0	95	66	2	0	0	68	(27)	(27)	
10332000	Rugby, Mill Rd (Key Property Investments No 2)	597	42	0	0	640	597	0	0	0	597	(42)	(42)	
10346000	Bedworth, Blackhorse Road / Ironbridge Way (Barratt)	342	168	0	0	510	342	10	0	0	352	(158)	(158)	
Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10519000	Nton, B4114 New Signalised Junction Tuttle Hill(Redrow)	413	100	0	0	513	413	2	0	0	415	(98)	(98)	
10907000	Southam, Lemngton Road Signalised Pedestrian Crssng	81	159	0	0	240	81	41	0	0	121	(119)	(119)	
10001000	Minor Developer Schemes 2009/2010	130	70	0	0	200	130	90	0	0	220	20	20	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	0	65	0	0	65	0	2	63	0	65	(63)	0	
10215000	Rugby, Traffic Signal Control Junction Corporation Street	0	0	0	0	0	0	0	0	0	0	0	0	
10012000	Marston Lane/Gypsy Lane Nuneaton	0	0	0	0	0	0	0	0	0	0	0	0	
10143000	Napton-On-The-Hill, Poplar Road Access and Junction Improvements.	0	0	0	0	0	0	0	0	0	0	0	0	
10339000	Stratford Upon Avon, Arden St - Puffin	0	0	0	0	0	0	0	0	0	0	0	0	
10548000	Southam, Wattons Lane Phase 2	0	7	0	0	7	0	0	0	0	0	(7)	(7)	
10341000	Warwick Bus Station (Self - financed)		19	0	0	19		20	0	0	20	1	1	
10911000	Whitnash, Heathcote Public House - Highways And	0	27	0	0	27	0	0	0	0	0	(27)	(27)	
10507000	Nuneaton, Queens Rd (Nuneaton Borough Football Club)	0	34	0	0	34	0	24	0	0	24	(10)	(10)	
10361000	South West Warwick Priority Junction	0	85	0	0	85	0	0	0	0	0	(85)	(85)	

11061000	Bedworth George Street Ringway Tesco S278	0	1,100	0	0	1,100	0	1,085	0	0	1,085	(15)	(15)
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11085000	Minor Developer Schemes 2011/12	0	65	0	0	65	0				0	(65)	(65)	
11079000	Former Cattle Market Site in Stratford	0	535	535	0	1,070	0	0	1,070	0	1,070	(535)	0	
10935000	Bishopston Lane Improvement	0	0	0	0	0	0	3	0	0	3	3	3	
10220000	Rugby, A4071 Bilton Road Works For Wimpey Housing	0	0	0	0	0	0	1	0	0	1	1	1	
TBC1	A3400 Shipston Road - Waitrose	0	760	0	0	760	0	455	200	0	655	(305)	(105)	
TBC2	Back Lane Long Lawford	0	200	0	0	200	0	200	0	0	200	0	0	
TBC3	NVC Pressings - A3400 Birmingham Rd.	0	650	0	0	650	0	400	250	0	650	(250)	0	
Community Safety, Public Transport and Other														
10458000	Streetlighting Base Programme 2010/11	0	30	0	0	30	0	22	0	0	22	(8)	(8)	
10976000	Street Lighting Column Replacement 2011/2012	0	770	0	0	770	0	873	0	0	873	103	103	Availability of revenue funding enabled more priority columns to be replaced.
10982000	Street Lighting Electricity And Co2 Reduction (Self-Financed)	0	640	1,000	0	1,640	0	640	1,000	0	1,640	0	0	
10021000	Public Transport - Passenger Info 99/00	59	0	10	0	69	59	0	0	0	59	0	(10)	
10938000	E&E Vehicle Fleet - 2010/11	0	60	0	0	60	0	60	0	0	60	0	0	
		108,262	25,039	22,547	38,502	194,348	108,262	19,977	29,059	24,408	181,705	(5,062)	(12,643)	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Quarter 2 Actual	Progress to date
M16000	WCC cost per passenger journey on County Council supported bus services.	0.91	0.95	0.94	★	0.96	The "drift" at quarter 2 is forecast to be recovered in the second half of the year.
M16001	Transport Operations - bus service cost per head of population	5.5	3.04	2.99	★	2.99	
M16002	Length of Highway network where surface treatment was achieved	239	223.7	224.08	★	204.77	Approximately 90% of programme completed.
M16003	Length of highway network where maintenance is needed	736					Not targeted - this is purely a declaration of the condition of the road network at year end. At March 2011, 736kms of the network was in need of maintenance work - the next result is due end March 2012. With levels of deterioration in the order of 12% per year the likely scenario is that the 2012 result could be in excess of 800km.
M16005	Transport Operations - Concessionary transport - % take up of passes by those eligible		73	74.2	★	73.4	
M16006	Transport Operations - Special educational needs transport - cost per passenger journey		10.74	10.24	★	10.19	
M16007	Transport Operations - Mainstream school transport, cost per passenger journey		1.95	1.81	★	1.83	
M16008	Average bridge condition indicator		91	90.4	●	90.4	The figure changes very slowly and there are a number of factors which influence it. As we only inspect half the bridge stock each year and inspections are not evenly spread over the year, it is not strictly representative to look at the change over a quarter. In addition there are new structures which come into the database, either new build or inherited from Highways Agency by de-trunking as well as the fact that we have less budget to spend. It is not expected that the figure will change much during the rest of the year.
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)		100	100	★		Considered on target to be achieved
M16004	People killed or seriously injured in road traffic accidents - Number of Incidents	301	298	298	★	144	

Public Health

2011/12 Revenue Budget

Cost Centres	Service	Agreed Budget as @ Q1 £'000	Proposed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
	Public Health	49	0	49	49	0	
	Other Services contribution to salary costs	85	0	85	85	0	Permanent increase in budget from Other Services to ensure costs are fully funded.
	Net Service Spending	134	0	134	134	0	

Fire and Rescue - Gary Phillips

2011/12 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
Operational Response	10,432	1,173	11,605	11,450	(155)	Staff turnover.
Prevention and Protection	2,102	(962)	1,140	1,157	17	
Technical Support & Transport	1,631	155	1,786	1,867	81	Vehicle Leasing budget overspend.
Water	123	0	123	116	(7)	
IT and Communications	503	119	622	740	118	Firelink
Fire Control	756	0	756	742	(14)	
Training and Health and Safety	1,211	49	1,260	1,260	0	
Human Resources and Occupational Health	230	0	230	244	14	
Service Administrative Support	63	7	70	80	10	
Financial Services	18	(215)	(197)	(197)	0	
Improvement Plan	413	(68)	345	253	(92)	Due to timing differences on the delivery of the different elements of the plan
Firefighters Pension	829	0	829	629	(200)	This underspend is due to the low level on ill health retirements. The Service will continue to monitor this position as the year progresses.
Strategic Leadership and Operational Support	253	0	253	260	7	
Planning and Performance	369	(4)	365	386	21	
Major Incident - Atherstone on Stour	0	(9)	(9)	247	256	Legal costs associated with the Atherstone on Stour Incident.
Capacity	672		672	756	84	Capacity required within the Service required to support the Atherstone on Stour Incident.
Net Service Spending	19,605	245	19,850	19,990	140	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12			2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
FR-05	Restructure and realignment of management and support staff within Fire and Rescue	400	400	400	500	500	500	500	500	The Service has reviewed its establishment of office based management and support staff and has agreed the new structure which will deliver both the savings agreed in the Improvement Plan (£350,000) and the savings agreed in the MTFP (£400,000 in 2011/12 and £500,000 from 2012/13 onwards).
	Total	400	400	400	500	500	500	500	500	
	Target		400	400		500	500		500	
	Remaining Shortfall/(Over Achievement)		0	0		0	0		0	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Q2					Forecast at Quarter 3					Variation at Q3		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10183000	Fire Safety Management Information System	0	9	0	0	9	0	3	0	0	3	(5)	(5)	The final cost of these schemes is lower than the approved budget. It is proposed that the residual budget will be used to support the 2012/13 self-financed vehicle replacement programme, reducing the amount of
10420000	Equipment For Fire Appliances - Base Programme 2009/10	0	13	0	0	13	0	0	0	0	(13)	(13)		
10457000	Replacement Of Respiratory Protection Equipment	0	12	0	0	12	0	0	0	0	(12)	(12)		
10538000	Equipment For Fire Appliances - Base Programme 2010/11	0	110	0	0	110	0	110	0	0	0	0		
10574000	Fire Capital Grant - Service Hq Office Reorganisation	0	12	0	0	12	0	12	0	0	0	0	Part of the Improvement Plan allocation has been split out so that the major elements (costing over £100,000) are reported as separate schemes.	
10575000	Fire Capital Grant - Improvement Plan	0	392	457	0	849	0	169	0	0	(223)	(680)		
TBC4	Improvement Plan - Convert Alcester to Whole Time	0	0	0	0	0	0	430	121	0	551	430	551	
TBC5	Improvement Plan - RTC / SRV Equipment	0	0	0	0	0	0	84	45	0	129	84	129	
11088000	Fire Capital Grant - Integrated Communications Control System (ICCS)	0	135	0	0	135	0	0	135	0	135	(135)	0	
11043000	Vehicle Replacement Programme 2011/12 (Self-financed)	0	235	0	0	235	0	185	50	0	235	(50)	0	
11044000	Vehicle Replacement Programme 2012/13 (Self-financed)	0	0	520	0	520	0	0	520	0	520	0	0	
11045000	Vehicle Replacement Programme 2013/14 (Self-financed)	0	0	0	720	720	0	0	0	720	720	0	0	
11046000	Equipment For New Fire Appliances 2011/12	0	120	0	0	120	0	120	0	0	120	0	0	
11047000	Equipment For New Fire Appliances 2012/13	0	0	120	0	120	0	0	120	0	120	0	0	
11048000	Equipment For New Fire Appliances 2013/14	0	0	0	120	120	0	0	0	120	120	0	0	
11086000	Fire Capital Grant 2011/12	0	300	641	0	941	0	400	265	0	665	100	(276)	Part of the 2011/12 Fire Capital Grant has been allocated to individual schemes which need to be reported individually as they are greater than £100,000. This was approved by the Portfolio Holder for Community Safety on 16 December 2011.
TBC1	Fire Capital Grant - Light Building for Vehicle Inspection and Repair	0	0	0	0	0	0	0	122	0	122	0	122	
TBC2	Fire Capital Grant - Portable Specialist Fire Fighting Equipment - Kingsbury Oil Terminal	0	0	0	0	0	0	0	108	0	108	0	108	
TBC3	Fire Capital Grant - Equipment for Fire Appliances	0	0	0	0	0	0	80	65	0	145	80	145	
11087000	Fire Capital Grant 2011/12 - Equipment Management System	0	50	0	0	50	0	0	0	0	0	(50)	(50)	
10933000	Emergency Fire Control Call Handling and Mobilising System	0	0	185	0	185	0	0	185	0	185	0	0	
		0	1,387	1,923	840	4,150	0	1,593	1,736	840	4,169	206	20	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M17000	No. of fire related deaths which were preventable per 100,000 population	0.38	0	0	★	0	
M17001a	No. of injuries in primary fires per 100,000 population	4.52	4.11	4	★	2.07	
M17002	Total number of fires per 100,000 population	389.6	381.6	415	● ▲	343.7	Total Fires is over target by 241 incidents (13%), this is wholly due to the sub category of small fires being over target. This trend has been ongoing from the start of the year when there was a period of extended holidays over the easter period which coincided with some unseasonably warm weather. There was also a spike in activity during August around the times of the civil disturbances and this increased activity could be linked to the unrest that was occurring across the Country at that time. The Arson Reduction Team work continuously on identifying emerging trends and targetting intervention initiatives in high priority areas. This year Anti Social Behaviour Intervention Team (ASBIT) initiatives have taken place within Warwick, Rugby, Nuneaton & Bedworth Districts. There has been strong performances within other categories of fire when compared to the previous year. Accidental dwelling fires are 18% below last years reported levels and fires in non domestic properties are 37% below last years recorded levels. Targetted CFS initiatives, such as delivery of Home Fire Safety Checks to vulnerable members of the Community, across the County have attributed to this strong performance.
M17003	No. of primary fires	952	951	950	★	679	
M17004	No. of primary fire fatalities	4	0	1	▲	1	
M17005	No. of primary fire non-fatalities	19	18	18	★	11	
M17006	No. of accidental dwelling fires	207	206	180	★	122	
M17007	No. of fatalities arising from accidental dwelling fires	2	0	0	★	0	
M17008	No. of non fatal casualties arising from accidental dwelling fires	14	13	11	★	6	
M17009	No. fires in in non-domestic properties	156	155	125	★	76	
M17010	% fires attended in dwellings where smoke alarm not activated	16.2	20	22	▲	21.64	
M17011	% fires attended in dwellings where smoke alarm	49.03	52	42	▲	41.4	
M17012	% fires attended in dwellings where no smoke alarm fitted	34.77	28	36	▲	36.96	
M17013	No. Home Fire Safety Checks Completed	11345	8000	12408	★	6853	The volume related targets have been removed from this indicator.
M17014	Arson Incidents - Primary Fires	330	329	315	●	242	
M17015	Arson Incidents - secondary fires	749	748	950	▲	819	
M17016	False alarms - auto detect	595	263	240	★	172	
M17017	No. of those properties with more than one attendance	171	170	115	★	84	
M17018	No. of malicious calls attended	44	43	43	★	37	
M17019	No. malicious calls not attended	40	38	37	★	54	
M17020	% satisfaction that the Council is a good employer	65.1					not applicable as staff survey not conducted this year
M17021	% of all benchmarkable staff satisfaction responses at or above top quartile						not applicable as staff survey not conducted this year
M17022	No. of working days lost to sickness absence per Full Time Equivalents (FTE) uniformed	22.6	22.6				Information not available from HRMS team
M17023	No. of working days lost to sickness absence per FTE non uniformed	19.12	19.12				Information not available from HRMS team
M17024	% of employees retiring on grounds of ill-health	0.2	0.19				Information not available from HRMS team
M17025	% of employees who are disabled uniformed	0.44	0.44				Information not available from HRMS team
M17026	% of employees who are disabled non uniformed	3.4	3.41				Information not available from HRMS team
M17027	% employees from BME communities uniformed (existing & new entrants)	3.08	3.07				Information not available from HRMS team
M17028	% employees from BME communities non uniformed (existing & new entrants)	4.8	4.81				Information not available from HRMS team
M17029	% of women firefighters (existing & new entrants)	4.77	4.7				Information not available from HRMS team
M17030	% of earners (senior managers) who are women	0	0.89				Information not available from HRMS team
M17031	% of earners (senior managers) who are from ethnic minorities communities	3.45	3.51				Information not available from HRMS team
M17032	% of earners (senior managers) who are disabled	3.52	3.58				Information not available from HRMS team
M17033	No. of accidents	?	47				No targets are defined for these measures
M17034	No. of injuries	54	54				No targets are defined for these measures
M17035	No. Near Misses Reported	34	34				No targets are defined for these measures
M17036	No. of dangerous occurrences	5	5				No targets are defined for these measures
M17037	No of acts of violence or aggression	3	3				No targets are defined for these measures
M17038	Response from Annual Staff Survey	15					not applicable as staff survey not conducted this year
M17039	% Satisfaction with Home Fire Risk Assessment	99	99	99	★		
M17040	% satisfaction with Post Fire Safety Audit	99	99	99	★		

M17041	% satisfaction with Quality of Service Survey	396	99	99	★		
M17042	% Achievement of WCC Customer Care Standards						Information not available
M17043	Financial Management % Year End Variance from budget	1.43	1.43				These indicators are covered in the finance section of the report
M17044	Amount of cashable efficiencies released	203000	203000				
M17045	Cost Per Head of Population	164.17	164.17				

Other Services

2011/12 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
Core Grants	(37,271)	1,110	(36,161)	(42,188)	(6,027)	The variation represents the contribution from the PCT under the S256 agreement. This income has been excluded from previous returns pending the agreement with the PCT being signed. All of this funding is being used to fund adult social care services and is included within the forecast outturn figures in Appendices B, C and D.
DSG & YPLA Grants, including school reserves	(315,474)		(315,474)	(315,474)	0	
Individual Schools Budget (ISB)	272,025		272,025	279,264	7,239	Any overspend at the end of the year will be offset against school balances
Banking & Treasury Management	192		192	192	0	
Capacity Building Fund	0		0	2	2	
Capital Financing Charges	40,188		40,188	38,240	(1,948)	
Chief Executive's Office	320		320	304	(16)	
Strategic Director - Resources Group	249		249	235	(14)	
Strategic Director - People Group	231		231	231	0	
Strategic Director - Communities Group	387		387	558	171	
CS & C Coroner	378		378	345	(33)	
Environment Agency (Flood Defence Levy)	210		210	208	(2)	
External Audit Fees	377		377	219	(158)	Forecast in line with agreement with Audit Commission for planned work during 2011/12.
Interest on Revenue Balances & to Insurance Fund	(2,141)		(2,141)	(1,590)	551	
LPSA Performance Reward Grant	1,087	(746)	341	341	0	
County Council Elections	109		109	6	(103)	The costs of quadrennial elections are provided for by paying any unspent balance in a non-election year into an earmarked reserve
LGA Subscription	109		109	109	0	
Members Allowances and Expenses	1,016		1,016	965	(51)	
Other Administrative Expenses	417	91	508	508	0	
Other Income	(27)		(27)	(27)	0	
Technical adjustments on pensions	0	(4,767)	(4,767)	(3,916)	851	This includes £0.851 million that may be required as an additional contribution to the Pension Fund. The final decision cannot be made until the accounts are closed after the end of the financial year. If it is not needed then the provision will fall into general reserves.
Pay & Conditions Phase 2	(16)	(848)	(864)	(864)	0	
Reorganisation Pensions	53		53	53	0	
Standard rate mileage savings	(500)	506	6	6	0	
Subscriptions	120		120	67	(53)	
Net Service Spending	(37,961)	(4,654)	(42,615)	(42,205)	410	
				DSG	7,239	
				Non DSG	(6,830)	

Performance Summary

1. Background

- 1.1. The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in February 2011.
- 1.2. Within this report, you will find information on our key performance indicators as set out in the Appendix to the Corporate Business Plan. This report should be read in conjunction with our financial monitoring information.
- 1.3. The Council is committed to delivering its key Ambitions and Aims as outlined in our CBP and this report will continue to be developed over the coming year to provide more information on our progress against these aims and ambitions and will seek to include a stronger focus on what customers and residents think about the services we provide.
[Corporate Business Plan 2011-13](#)
- 1.4. At the heart of our CBP are 7 Ambitions:
 - Community & Customers
 - Safety and Protection
 - Care and Independence
 - Environment & Housing
 - Enterprise, Transport & Tourism
 - Schools and Education
 - Organisation
- 1.5. This appendix provides a summary of progress by each of the corporate ambitions, thus providing Members with a robust view of the progress that the Authority has made over the first 6 months of this financial year in working towards delivering the aims and ambitions.

- 1.6. For 2011 / 12, progress against all measures and targets is presented against a more refined alerting system – the use of Red, Amber Green. This system widely recognised as being good practice and the majority of our County Peers also use this system to monitor their progress against. It also aligns us with financial performance and risk.


Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits
Red	Performance is significantly behind target and is below an acceptable pre-defined minimum
Direction of Travel arrows to show whether there have been any improvements, any changes or any falls in performance since April 2011.	
	Performance has improved relative to targets set
	Performance has remained relative to targets set
	Performance has decline relative to targets set

- 1.7. All data included in this report for Quarter 1, 2 and 3 is provisional unaudited data and subject to change.
- 1.8. The performance information contained within this appendix is based on forecast data as at the end of Qtr 3 (April – December 2011). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.
- 1.9. Throughout the report, we have included hyperlinks where Members can access additional supporting information.

Overall 3rd Quarter Performance Summary for 2011/12

The performance information contained within this appendix is based on forecast data at the end of December 2011. Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.

2. Overall Performance Summary

Direction of Travel Qtr 3								
	Red		Amber		Green		Total	
	Mid Year	Qtr 3	Mid Year	Qtr 3	Mid Year	Qtr 3	Mid Year	Qtr 3
Total	3	3	8	8	29	30	40	41
%	7%	7%	20%	20%	73%	73%		
Number of measures we are unable to report progress against at the end of Quarter 3							6	5

Overall, we remain on track at the end of the 3rd Quarter to deliver on the Aims and Ambitions as set out in the Corporate Business Plan. 73% of all available performance measures are reporting that by the end of March 2012, they will be on target (30 out of 41) compared to 29 out of 40 (73%) at the Mid Year Point Therefore our direction of travel has remains consistent relative to the targets set in February 2011.

At the end of Qtr 3 we are unable to report progress against 5 measures and there are: Number of No. of transactions migrated to a cheaper channel as a result of the one front door project, Estimate savings associated with the above transactions, % of ICT developments completed to budget & time as part of the one front door project, % staff who are flexible workers and % satisfaction that the council is a good employer. Further details are provided under the relevant ambitions within this report.

There are only 3 performance measures that are not being forecast to meet their target set and they are: net variation to budget, % of de-registrations of children who have had Child Protection plans for more than two years and Established principles of WCC's market position including approach to maximising income by March 2012.

3. Highlights by Ambition

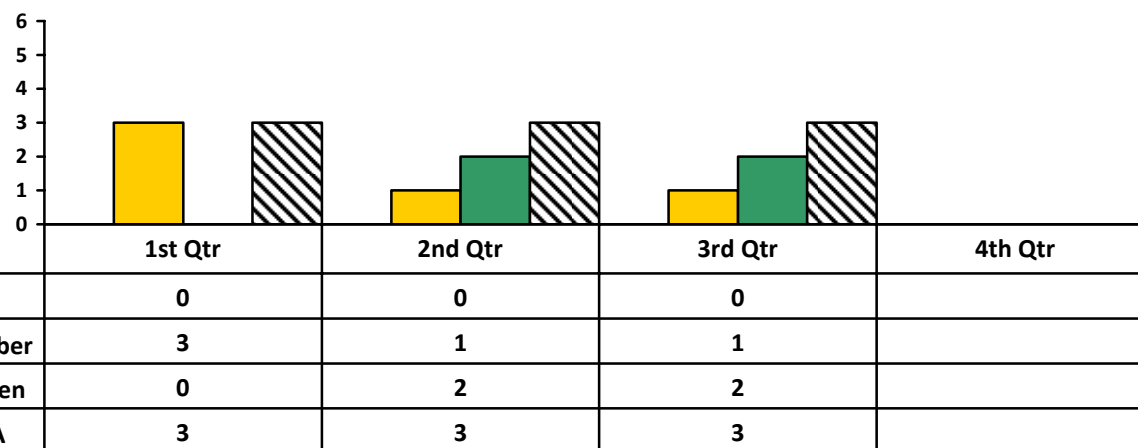
1. Community & Customers

Green



Outcomes:

- Improved delivery of local public services to our residents & businesses across Warwickshire & Sub region
- Improved levels of resident satisfaction with the services they receive
- Residents of Warwickshire are happy with Warwickshire as a place to live
- Customers are able to access services more effectively



Data Notes

Survey Results are based on Citizens Panel Survey undertaken during the summer of 2011.

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
% of people who feel they can influence decisions in their local area	31.7%	29.7%	33.9%	33.9%	
% Satisfaction level with the quality of services received	60.89%	58.89%	67.9%	67.9%	
% Satisfaction with local area as place to live	85.7%	84.7%	83.6%	83.6%	
No. of transactions migrated to a cheaper channel as a result of the one front door project	New measures	NYA	NYA	NYA	
Estimated savings associated with the above transactions		NYA	NYA	NYA	
% of ICT developments completed to budget & time as part of the one front door project		NYA	NYA	NYA	

Commentary and Key Actions Taken

The indicators relating to influencing local decision making and satisfaction with the local area originated from the Place Survey. There is no longer a statutory requirement to undertake this survey, but we have included the questions in a recent wave of the Citizens' Panel.

In September 2011, the Observatory distributed a WCC Citizens' Panel survey. 575 panel members (response rate of 44% out of a possible 1,300 residents) responded to the wave which focused on 3 specific areas, 1) WCC and the local area, 2) crime and community safety and 3) transport.

Of the measures relating to this Ambition, 33.9% of respondents stated that they agree they can influence decisions in their local area. Compared to the 2009 Place Survey, this represents an increase of four percentage points.

Overall, 67.9% of respondents are satisfied with the quality of service received from WCC. The survey results indicate that whilst overall, respondents are satisfied with the local area as a place to live (83.6%), the majority consider that the level of crime, access to affordable decent housing, public transport and job prospects are *the top* priorities for making somewhere an important place to live.

Customers are able to access services more effectively

No transactions have yet to be fully migrated to a cheaper channel as a result of the One Front Door Project hence we are unable to report progress against the specific measures within the Corporate Business Plan. However, key activity in this area includes the delivery of projects in the Customer Access arena, including support of the review of online service delivery, improved self service facilities and Customer Service Centre services as part of the One Front Door Project.

Hyperlinks to Associated Business Plans

[Customer Services Business Plan](#)

[Information Assets](#)

[Localities & Community Safety Business Plan](#)

2: Safety & Protection

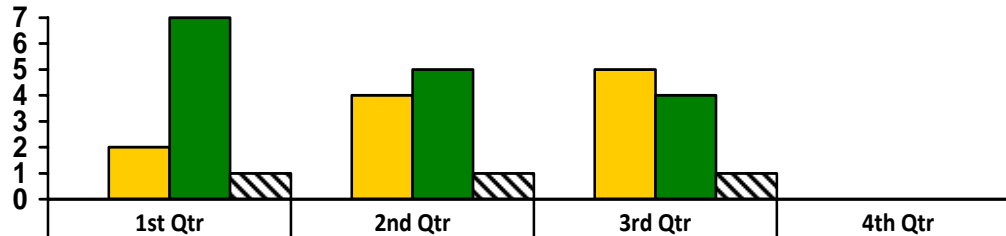
Amber



Outcomes:

- Warwickshire residents are safer on our roads
- Warwickshire's children & young people are safe from harm
- Reduced levels of offending & re offending

- Reduced levels of harm caused by alcohol & drugs
- Reduced levels of harm caused by anti social behaviour
- Reduced levels of harm caused by violent crime
- Reduced number & severity of fires & related injuries & deaths



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Red	0	0	0	
Amber	2	4	5	
Green	7	5	4	
NYA	1	1	1	

Data Notes

% of de-registrations – year end forecast data is not currently available for this measure. However, period actuals would indicate that we are likely to miss target although performance will improve when data is cleansed at year end.

Performance is based on Year to Date Forecast.

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
No. of people killed or seriously injured on our roads	298	298	298	305	
% of core assessments that were completed within 35 working days	92%	84%	84%	84%	
% of de-registrations of children who have had a Child Protection Plan for more than 2 years	7%	NYA	NYA	NYA	
% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time	13.5%	13.5%	13.5%	13.5%	
Incidents of serious acquisitive crime per 1,000	11.82	11.82	12.37	12.61	
Incidents of all Anti social behaviour	25384	25384	22805	22223	
Incidents of all violent crime per 1,000	5.38	5.38	5.52	5.42	
No. fire related deaths which were preventable per 100,00 population	0	0	0	0	
No. of injuries in primary fires per 100,000 population	4.30	4.00	4.00	4.00	
Total number of fires per 100,000 population	389.4	410.0	410.0	415.0	

Commentary and Key Actions Taken

Warwickshire Residents are safer on our roads

As road casualties are recorded in calendar years we are now very close to knowing the final number of people killed or seriously injured on Warwickshire's roads for 2011. At the time of preparing this report there were 295 confirmed KSI casualties - however, as we are still awaiting ten casualty reports from Warwickshire Police, we are forecasting that until the final count (which is to be declared at the end of January), we are likely to have a final year end result of 305 people killed or seriously injured on Warwickshire's roads. This result, whilst missing the 298 target set for 2011, remains within tolerance. The final validated figure will be reported to Cabinet at the end of March 2012.

Warwickshire's children & young people are safe from harm

At the end of Quarter 3, the percentage of core assessments that were completed within 35 working days remains below the 92% target set. However, these figures reflect the increase in the numbers of referrals received and a significant increase in the numbers of care assessments required to be undertaken. Whilst the figure does not meet the target, it does represent good performance nationally and regionally and therefore remains within tolerance.

Reducing the instances and impact of Crime

At the end of Quarter 3 we are forecasting that we will miss our target for serious acquisitive crime (11.82 incidents per 1,000 population) by approximately 7%. Following a significant improvement in this measure in 2010/11 (on which ambitious targets for 2011/12 were based), we have seen the number of burglaries increase in the current report year, although not to the levels of 3 year ago. It is considered that this is in part due to the changes in policing following budget and manpower reductions. A working group has been meeting over the last few months to ensure interventions are put in place to reduce the number of instances which is reflected in the reduction in the number of burglaries reported but is not enough to meet the challenging year end target.

Reducing the instances and impact of fire

At the end of Qtr 3, the total number of fires attended by WFRA is over target by 241 incidents an increase of 13%. However when compared to the Corporate Business Plan target set per 100,000 population, we still remain within tolerance and this is reflected in the table above. The increase in the number of total fires is due to the sub category of deliberate small fires being over target. This trend has been ongoing from the start of the year when there was a period of extended holidays over the Easter period which coincided with some unseasonably warm weather. There was also a spike in activity during August around the time of the civil disturbances and this increased activity could be linked to the unrest that was occurring across the Country at that time.

The Arson Reduction Team work continuously on identifying emerging trends and targeting intervention initiatives in high priority areas to reduce the number of deliberate small fires. This year Anti Social Behaviour Intervention Team (ASBIT) initiatives have taken place within Warwick, Rugby, and Nuneaton & Bedworth Districts during historically high activity periods.

There have been strong performances within other categories of fire when compared to the previous year. Accidental dwelling fires are 18% below last years reported levels and fires in non domestic properties are 37% below last years recorded levels. Targeted CFS initiatives, such as delivery of Home Fire Safety Checks to vulnerable members of the Community, across the County have also attributed to this strong performance.

Hyperlinks to Associated Business Plans:

[Safeguarding Business Plan](#)

[Localities & Community Safety Business Plan](#)

3: Care & Independence

Green



Outcomes:

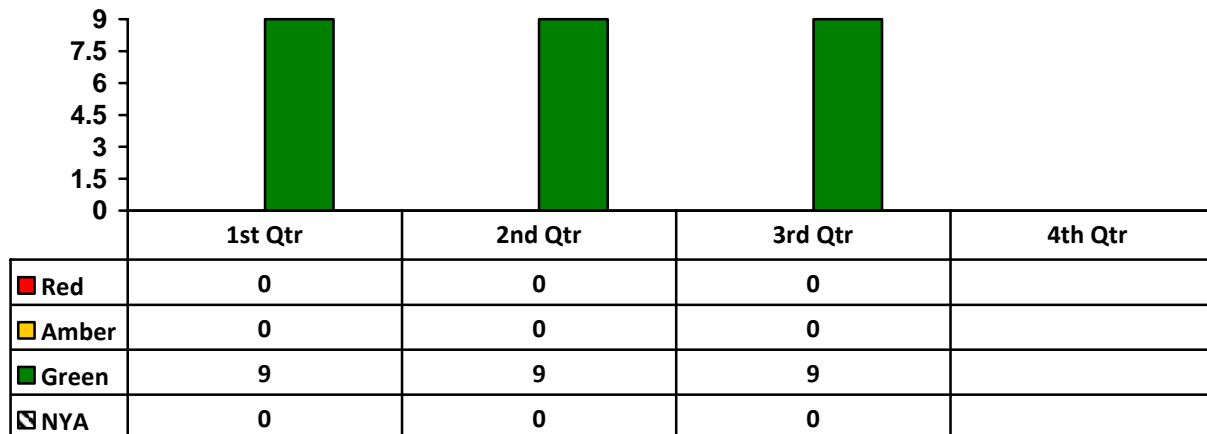
- Warwickshire's residents have more choice & control
- The number of home care packages is decreased
- Warwickshire's vulnerable residents are supported at home

- Residents of Warwickshire have greater access to specialist residential care
- The successful transfer of the Public Health Service to the Local Authority

Data Notes

Performance forecasts for the new social care measures are based on the first survey results. It is difficult therefore to predict with any accuracy results based only on one year's results.

Performance is based on Year to Date Forecast.



Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The proportion of those using social care who have control over their daily life	New measure	68%	68%	68%	
The proportion of people who use services & carers who find it easy to find information about support		46%	46%	46%	
% of people using social care who receive self directed support	45%	45%	45%	47%	
% of older people (65+) who are still at home after 91 days following discharge from hospital	85%	88%	88%	86%	
Admissions to residential care homes per 1,000 population	57*	13.5	13.5	56.0	
Delayed transfers of care	17.0	16.0	16.0	16.0	
Transfer of Public Health Function	Yes	Green	Green	Green	
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Yes	Green	Green	Green	
Healthwatch in operation by 1 st April 2012	Yes	Green	Green	Green	

Commentary and Key Actions Taken

We continue to make positive progress in delivering on the outcomes in the Corporate Business Plan and all measures under this ambition are forecast to either meet or exceed the 2011/12 target set.

We are currently forecasting that the percentage of people using social care who receive self directed support will exceed the 45% target set. We have commissioned an external provider to complete 1,000 self direct service reviews by 31st March 2012. Therefore, an additional 1,000 people will be receiving personal budgets and this will increase the indicator outturn by up to 10%.

* We are reporting a change to the target set for admissions to residential care homes per 1,000 population. Revised guidance has been issued for this indicator in line with the new Adult Social Care Outcomes Framework, making it age weighted and therefore, we have updated the target for 2011/12 accordingly, increasing it from 14 to 57. We are still forecasting that we will perform better than the revised target.

Public Health

The Health Transition Group is making good progress on the transfer of Public Health into WCC. The physical transfer of staff has now been completed and all staff are now located in Barrack Street. The Shadow Health and Wellbeing Board is well established and is working to an agreed programme of work. Work on the establishment of HealthWatch remains on target; however the national target originally set as 1st April 2012 has now been moved again to 1st April 2013 from the 1st October 2012 that was reported at the end of Qtr 2.

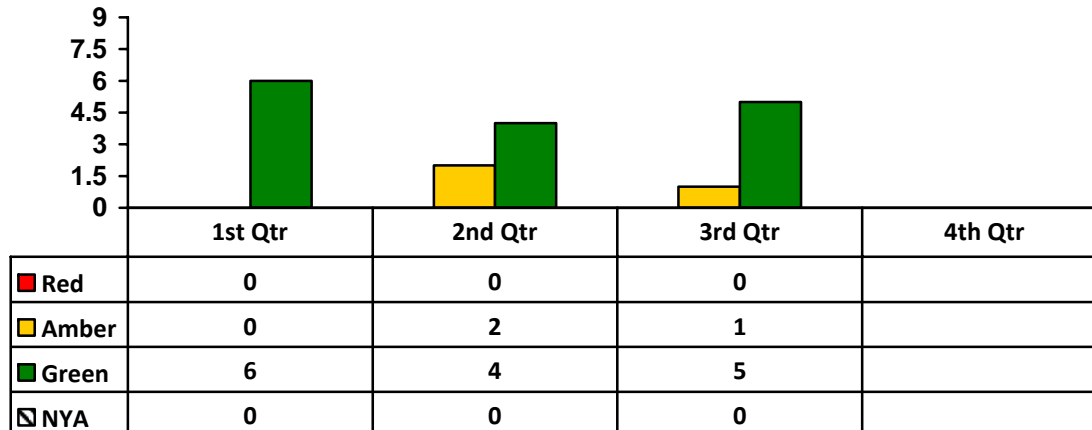
4: Enterprise, Transport & Tourism

Green



Outcomes:

- A thriving business community in Warwickshire
- A more efficient transport infrastructure



Data Notes

Performance is based on Year to Date Forecast.

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The number of individuals undertaking Apprenticeships in the sub-region	1550	1,550	2850	6590	
The number employed in key target growth sectors of the sub regional economy	138000	138,000	136,488	139,200	
Businesses reporting skills shortages	35%	35%	38.4%	37.60%	
WCC cost per passenger journey on WCC supported services	£0.95	£0.95	£0.94	£0.94	
Bus services cost per head of population in the county	£3.04	£3.04	£2.99	£2.99	
Length of highway network where surface treatment was achieved	223.7km	223.7km	224.08km	239.88km	
Length of highway network where maintenance is needed*		No target			

Commentary and Key Actions Taken

A thriving business community in Warwickshire

Further analysis of data for the number employed in key target sectors in Coventry & Warwickshire has delivered a revised result. Latest information from the Office for National Statistics indicate that there are 139,200 people in the region who are employed in

the specified key employment groups – this is approximately 1% higher than the declared target. Additionally, following high profile local and national campaigns we are seeing the number of apprenticeships undertaken in the sub-region as a whole, and particularly in Warwickshire, increase greatly beyond our expectations.

Business reporting skill shortages - the most recent business survey in the area has suggested that businesses reporting skill shortages is likely to exceed the year end target. The specific reasons for this situation are not clear, given the high levels of unemployment (and hence a larger pool of potential employees) within the county and wider sub-region. However, information from Jobcentre Plus suggests that employers are generally complaining of a lack of relevant experience, rather than a lack of qualifications per se. The CWLEP will continue to collate evidence on the needs of business, and Warwickshire County Council will work with key partners and stakeholders to try and address these issues. In particular, the need to provide greater opportunities for relevant work experience will be considered by the CWLEP Skills & Employment Focus Group. Up-skilling of the workforce is key to our activity at the Camp Hill Opportunities Centre and we are continuing and expanding our service offer of vocational training, working with schools and local businesses.

A more efficient transport infrastructure

Length of highway network where surface treatment was achieved – due to dependency on drier weather, the front end of the highways maintenance programme is predominantly surface dressing rather than structural maintenance hence the higher number of kilometres completed early in the year. This year's originally declared target of 223.7 kms looks set to be exceeded by approximately 7%. 21.36 kms of structural maintenance remains to be carried out in quarter 4.

At March 2011, 736kms of the road network across Warwickshire was in need of maintenance work - the next result is due at the end March 2012. The ability to carry out maintenance works to the network (and so reduce the length of network requiring treatment) is largely governed by available budgets. At current levels of funding, the condition of the network can be expected to continue to deteriorate at the same rate currently being experienced. In terms of network length, this equates to some 80km additional network requiring treatment each year.

Hyperlinks to associated Business Unit Plan
[Sustainable Communities Business Unit Plan](#)
[Transport & Highways Business Unit Plan](#)

5: Environment & Housing

Green

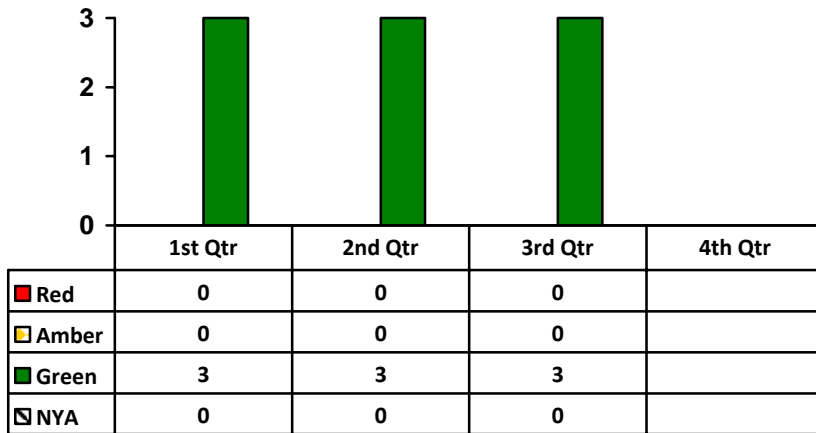


Outcomes:

- **Warwickshire is clean & green**
- **Warwickshire's environment & heritage is protected for the future**
- **Warwickshire has a strong sense of place**

Data Notes

Performance is based on Year to Date Forecast



Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Residual household waste per household is minimised	589kg	589	589	571	
The number of corporate projects which deliver Co2 reductions	2.5%	2.5%	2.5%	2.5%	
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	107	107	107	119	

Commentary and Key Actions Taken

At the end of Qtr 3, indications are that residential waste is continuing to decline across the county. We are forecasting that we will exceed the residual household waste target across the County for 2011/12 following Nuneaton & Bedworth Borough Council move to alternate weekly collections on the 24th October 2011 and increasing its recycling.
 Qtr2 actual (validated) data for household waste will be available on the Warwickshire Hub by the end of January 2012.

Hyperlinks to associated Business Unit Plans
[Sustainable Communities Business Unit Plan](#)

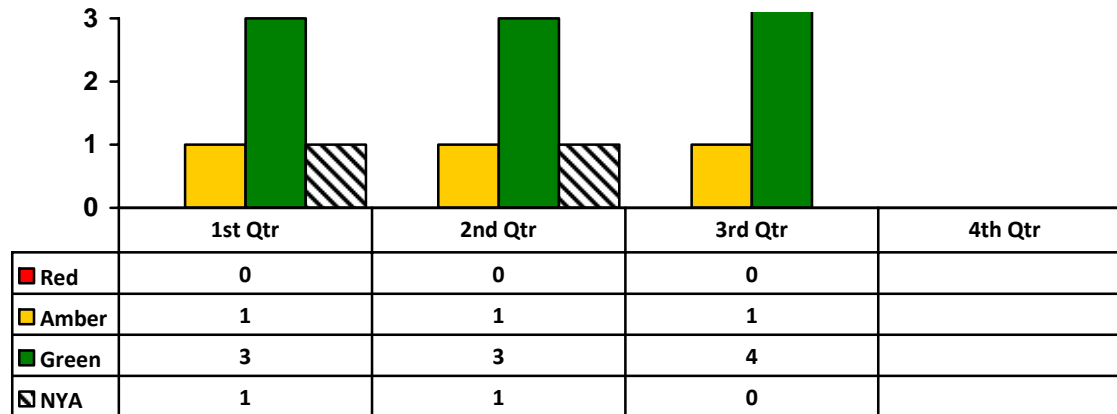
6: Schools & Education

Green



Outcomes:

- Raised levels of educational attainment for all children in Warwickshire
- All children & young people in Warwickshire are healthier



Data Notes

Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year.

Performance is based on Year to Date Forecast.

Measures (Academic Year September 2010 – August 2011)	2009/10 Actual	2010/11 Target	2010/11 Actual	2011/12 Target	
% of Warwickshire schools judged good or outstanding by Ofsted	61%	64%	65%	66%	
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59%	63.5%	61%	64%	
Measures (Financial Year April 2011 – March 2012)	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
% of 16-18 year olds who are not in education, employment or training (NEET)	5.2%	5.2%	5.2%	5.2%	
Prevalence of breast feeding at 6 – 8 weeks from birth	46.5%	46.5%	46.5%	46.5%	
% of children in year 6 who are obese	14%	NYA	NYA	14%	

Commentary and Key Actions Taken

Secondary

- The Local Authority (LA) has always set ambitious targets, being aggregated from individual pupil targets, which has contributed to a steady increase in attainment of over 3 percentage points (ppt) per annum since 2008, consistently 2-3ppt below target
- Over the same period on this measure, Warwickshire has performed consistently 3ppt above the national average, including in

2011

- On a different measure of attainment, (5+A*-C) we have been exactly at the national average since 2008. In 2011 however, there has been a 6 ppt rise to 82%, greater than the 4 ppt rise nationally, which puts us 2 ppt above the national average.
- During that period, the LA was able to provide support, advice and challenge to all secondary schools through the School Improvement Partner programme and the National Strategies Advisory Team
- During the last academic year, national funding for these programmes has ceased, with the resulting loss of expertise, and 14 secondary schools have converted to academy status. A further ten will convert by the end of the financial year.
- In this context, the LAs potential to influence improvements in educational attainment is increasingly constrained. Section 72 of the Education and Inspections Act 2006 places a statutory duty on LAs in respect of schools causing concern, as well as containing guidance for LAs on intervention powers and obligations. This guidance will be reviewed now that legislative changes have come into effect as a result of the Education Bill being passed.
- In the interim and preparing for a future where the relationship between schools and the LA will be very different, officers are working closely with head teachers and senior leaders to develop a sustainable system of supportive arrangements, including Teaching Schools, Local Leaders in Education, senior and middle leadership networks and head teacher consultative and strategic partnerships.
- The NEET 2011/12 target set by GOWM in 2004 was 4.4% but the County Strategic Partnership has agreed to change the NEETS target of 4.4% to that of maintaining last year's target of 5.2% as reported at Qtr 2. Current figures are forecasting that we will meet the target set and for November and December we are averaging 4.6% for November and December which is above the target set. The current state of the job market, cuts to EMA and other local government funding will have impacted on this but we are still looking to improve on last year's rate and at the same time achieve our best ever 16-18 NEET rate

Primary

- 64% of infant, junior and primary schools were judged good or outstanding by Ofsted.
- We continue to monitor closely those schools at risk of failing, and to broker and commission support where appropriate.
- 76% of pupils in Warwickshire attained Level 4 and above in both English and Maths at the end of Key Stage 2, which is two percentage points above the national figure.
- The key focus for schools is on improving progress outcomes for pupils at the end of Key Stage 2, which are currently in line

with the national figures for pupil progress in English and in mathematics.

- *School to School Support* will be the key driver for school improvement as the role of the Local Authority changes. This will include support for satisfactory schools moving to good or outstanding. *School to school support* systems are being developed and facilitated by LA officers and include:
 - Teaching School
 - National and Local Leaders in Education
 - Professional Learning Communities (PLCs) where groups of schools in a locality work together to improve learning and well being outcomes for pupils in their community.

Hyperlinks to associated Business Unit Plans

[Learning & Achievement Business Plan](#)

[Early Intervention Business Plan](#)

7: Organisation

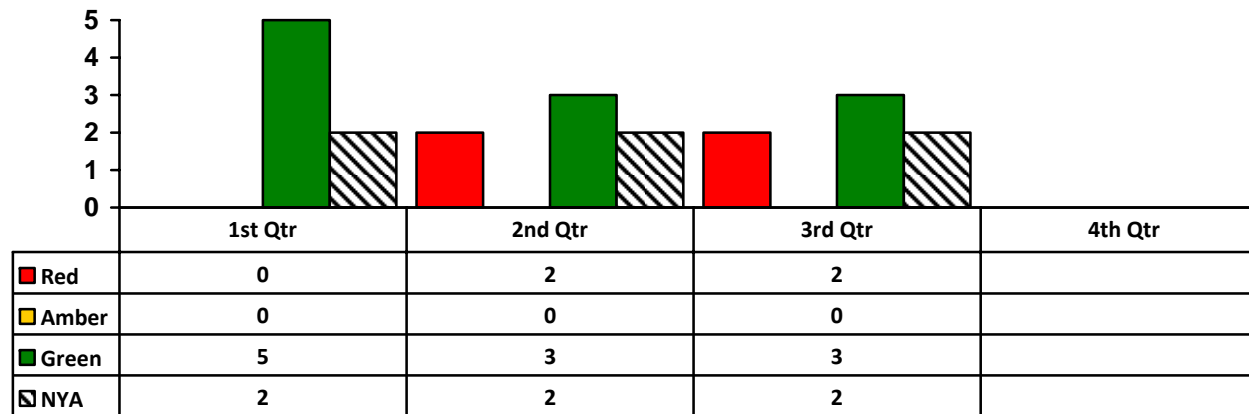
Green



Outcomes:

- Services are better delivered locally to our residents and business across Warwickshire & the sub region
- Warwickshire County Council is open, transparent & accountable

- Costs are reduced by using less property (non schools)
- Warwickshire County Council is recognised as being a good employer



Data Notes

Performance is based on Year to Date Forecast

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Yes	Yes	Yes	Yes	
Established principles of WCCs market position including approach to maximising income by 2012	Yes	Yes	No	No	
The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	Yes	
Net variation to budget	+1/-1%	-0.60%	-2.6%	-1.5%	
% of our retained operational property portfolio having optimum utilisation	57%	76%	81%	79%	
% staff who are flexible workers	New measures	Please see commentary below			
% satisfaction that the Council is a good employer	74%	Please see commentary below			

Commentary and Key Actions Taken

Services are better delivered locally to our residents and business across Warwickshire & Sub region

We now have an agreed approach to strategic commissioning of services in place which is ahead of the target set of April 2012.

It has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently. For 2012/13, we are proposing that this measure be deleted from the Corporate Business Plan

Costs are reduced by using less property: % staff who are flexible workers

We are continuing to investigate a reliable way to gather information about staff classified as flexible workers. The current proposal is to use HRMS Self Service for managers to record where a flexible working agreement exists for each member of staff. However, this will require additional resources from HRMS team to implement and these are not currently available.

Warwickshire County Council is recognised as being a good employer

There will not be a full staff satisfaction survey carried out in 2011. However, we are proposing to run 'pulse' surveys on specific issues during this year. The approach to getting the staff survey 'back on track' at its original time in the year has been discussed and agreed with our external IIP assessor. The 2012 staff survey will be delivered in June 2012.

Hyperlinks to associated Business Unit Plans

[Service Improvement & Change Management Business Unit Plan](#)

[HR & Organisational Development Business Unit Plan](#)

[Physical Assets Business Unit Plan](#)

[Customer Service Business Unit Plan](#)

[Law & Governance Business Unit Plan](#)

[Finance Business Unit Plan](#)

4. Summary of Performance for our Key Performance Measures by Ambition

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
<u>Ambition 1: Community & Customers</u>					
% of people who feel they can influence decision in their local area	Resources	Green	Green	Amber	↔
% Satisfaction level with the quality of services received	Resources	Green	Green	Amber	↔
% Satisfaction with local area as place to live	Resources	Amber	Amber	Amber	↔
No. of transactions migrated to a cheaper channel as a result of the one front door project	Resources	Not yet available	Not yet available	Not yet available	
Estimate savings associated with the above transactions	Resources	Not yet available	Not yet available	Not yet available	
% of ICT developments completed to budget & time as part of the one front door project	Resources	Not yet available	Not yet available	Not yet available	
<u>Ambition 2: Safety & Protection</u>					
Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction for only 277 KSI by 2015	Communities	Amber	Green	Green	↓
% of core assessments that were completed within 35 working days	Communities	Amber	Amber	Amber	↔
% of de-registrations of children who have had Child Protection plan for more than 2 years	Communities	Red	Red	Red	↑
% of children becoming the subject of a Child Protection Plan for a 2 nd or subsequent time	Communities	Green	Green	Green	
Incidents of serious acquisitive crime (per 1,000)	Communities	Amber	Amber	Green	↓
Incidents of ASB	Communities	Green	Green	Green	↑
Incidents of all violent crime (per 1,000)	Communities	Amber	Amber	Green	↑
No fire related deaths which were preventable per 100,000 population	Fire & Rescue	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
No of injuries in primary fires per 100,000 population	Fire & Rescue	Green	Green	Green	↔
Total number of fires per 100,000 population	Fire & Rescue	Amber	Amber	Amber	↓
<u>Ambition 3: Care & Independence</u>					
The proportion of those using social care who have control over their daily life	People	Green	Green	Green	↔
The proportion of people who use services and carers who find it easy to find information about support	People	Green	Green	Green	↔
Proportion of older people (65+) who are still at home after 91 days following discharge from hospital	People	Green	Green	Green	↔
Admissions to residential care homes per 1,000 population	People	Green	Green	Green	↔
Proportion of people using social care who receive self directed support	People	Green	Green	Green	↔
Delayed transfers of care	People	Green	Green	Green	↔
Transfer of Public Health Function	Communities	Green	Green	Green	↔
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Communities	Green	Green	Green	↔
Healthwatch in operation by 1 st April 2012	Communities	Green	Green	Green	↔
<u>Ambition 4: Enterprise, Transport & Tourism</u>					
The number of individuals undertaking Apprenticeships in the sub-region	Communities	Green	Green	Green	↑
The number employed in key target growth sectors of the sub regional economy	Communities	Green	Amber	Green	↑
Businesses reporting skills shortages	Communities	Amber	Amber	Amber	↑
WCC Cost per passenger journey on County	Communities	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
Council supported services					
Bus services cost per head of population in the county	Communities	Green	Green	Green	↔
Length of highway network where surface treatments was achieved	Communities	Green	Green	Green	↑
Length of highway network where maintenance is needed * no target has been set for this measure	Communities				
<u>Ambition 5: Environment & Housing</u>					
Residual household waste per household is minimised	Communities	Green	Green	Green	↑
Number of corporate projects which deliver CO2 reductions	Communities	Green	Green	Green	↔
The number of extra care housing units available for use by customers eligible for Warwickshire County Council Adult Social Care	People	Green	Green	Green	↑
<u>Ambition 6: Schools & Education</u>					
Note: * measures are based on the Academic School year that runs from September to August		2010/11 Actual	2010/11 Actual	2009/10 Actual	
% Of Warwickshire's schools judged good or outstanding by Ofsted *	People	Green	Green	Red	↑
% of pupils achieving 5 A*-C at GCSE including English & Maths or equivalent *	People	Amber	Amber	Amber	↑
% of 16 – 18 year olds who are not in education, employment or training (NEET)	People	Red	Red	Red	↔
Prevalence of breastfeeding at 6-8 weeks from birth	People	Green	Green	Green	↔
% of children in year 6 who are obese	People	Green	NYA	NYA	↑
<u>Ambition 7: Organisation</u>					
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Resources	Green	Green	Green	↔

Measure	Group	Year End Status (Qtr 3)	Year End Status (Mid Year)	Year End Status (Qtr 1)	Direction of Travel in performance
Established principles of WCC market position including maximising income by 2012	Resources	Red	Red	Green	↓
The annual governance statement is accepted without qualification by the Council's external auditors	Resources	Green	Green	Green	↑
Net Variation to Budget	Resources	Red	Red	Green	↑
% of our retained operational property portfolio having optimum utilisation	Resources	Green	Green	Green	↓
% staff who are flexible workers	Resources	Baseline and approach to be determined by June 2012			
% satisfaction that the council is a good employer	Resources	Staff Satisfaction survey to be carried out in June 2012			

Item 7

Overview and Scrutiny Board 25th January 2012

Local Broadband Plan

Recommendations

That the Overview and Scrutiny Board consider the report and forward any comments to Cabinet for consideration at its meeting on 16th February 2012.

1.0 Background

- 1.1 In early 2011 the Government announced that £530m was to be made available for the provision of superfast broadband (min 24Mbps) to 90% of properties in the UK and that a minimum speed of 2Mbps should be available to 100% of properties.
- 1.2 Coventry City Council, Solihull Metropolitan Borough Council and Warwickshire County Council (the sub-region) are working in partnership as neighbouring authorities to deliver a significant improvement to our broadband infrastructure. This paper sets out our proposed strategic approach, which will then be used to inform our procurement and delivery.
- 1.3 Delivering better broadband – superfast broadband wherever possible – is vital to delivering Coventry, Solihull and Warwickshire’s strategic priorities. It is vital to our economic recovery and future growth, to supporting an engaged and connected community across the whole sub-region, and to enable the public sector to bring a new approach to the way it works with residents and businesses. We know that the return on investment is not sufficient for the market alone to deliver outside of our largest urban areas, and that substantial funding is required to meet the Government’s broadband targets. This will require significant local capital and revenue funding in addition to the central funding allocated to Coventry, Solihull and Warwickshire, as all three authorities will be expected to invest to ensure that the Government’s targets are met.
- 1.4 A capital bid for £3.5 million is to be submitted to Full Council on 7th February and this report and the accompanying Local Broadband Plan sets out how that money is to be used.
- 1.5 Top tier Authorities were invited to submit Expressions of Interest to lead the local roll-out. As a result of this, the Coventry, Solihull and Warwickshire partnership has been allocated £4.07 million of Government funding, provisionally broken down as below:

Coventry City Council	£1,100,121
Solihull Metropolitan Borough Council	£19,943
Warwickshire County Council	£2,949,936
Sub-Total	£4,070,000

- 1.6 In order to attract this funding, matched capital funding must be found at a local level and committed to in a formal Local Broadband Plan that must be submitted to BDUK (Broadband UK) for approval. However, there will also be revenue project costs to run the local projects. Our latest estimates for these are £755,152. These are based on estimates from earlier BDUK projects. These may be capitalised, subject to confirmation from legal and finance
- 1.7 The Government has provided £530 million of funding to 2015 to support improved broadband and stimulate further private sector investment. The Coventry, Solihull and Warwickshire broadband partnership's share of this funding is £4.07 million, announced in August 2011. This must be matched locally with appropriate capital funds. It is expected that this £8.14 million will then attract up to an additional £12 million of private sector funding.
- 1.8 The Government's target is for the UK to have the best superfast broadband in Europe by the end of this Parliament (2015): superfast broadband (speeds greater than 24 Mbps) should be available to at least 90% of homes and businesses in each tier one local authority area, with basic broadband services of at least 2Mbps available to 100% of properties. The Government's intention is that the market should deliver this as far as possible.
- 1.9 Coventry, Solihull and Warwickshire all need to invest to achieve universal availability of basic broadband by 2015. While availability of basic broadband across the sub-region is reasonable, some significant areas of poor or non-existent broadband performance remain. It will be these particular areas that will benefit from this funding.
- 1.10 Superfast broadband roll-out plans to 2012 by BT covers 45% of premises within the UK and 52% of premises within Warwickshire. BT has announced that their superfast broadband will reach two thirds of premises across the UK by 2014. Virgin Media covers 51% of premises within Warwickshire and have not publicly announced any extension to its current footprint coverage.

2.0 Vision

- 2.1 Our vision is to ensure that as many homes and businesses as possible across the sub-region can participate in the superfast broadband future. The Government fully acknowledges the importance of superfast broadband to the UK's economic recovery and future growth. The strategy paper *Britain's Superfast Broadband Future*², published in December 2010, describes superfast broadband as "fundamental to our future prosperity." Similarly, the

¹ http://www.culture.gov.uk/news/media_releases/8388.aspx

² <http://www.culture.gov.uk/publications/7829.aspx>

Government's *National Infrastructure Plan 2011*³, published in November 2011, positions superfast broadband as one of "the foundations of a stronger, sustainable and more balanced economy." Many studies report the positive economic impact of improved broadband provision; links to some examples are provided as background information to this report.

2.2 Analysys Mason (the pre-eminent adviser on superfast broadband in the UK, to central and local government, regional agencies and Ofcom, as well as operators and investors) predicts that superfast broadband will increase the productivity of employees and will have a direct impact on economic growth across the sub-region. Their socio-economic modelling of benefits and costs accruing from the proposed investment in superfast broadband across Coventry, Solihull and Warwickshire over fifteen years indicates a net estimated socio-economic impact of +£345 million (a benefits to total costs ratio of 9:1), against a projected investment of just over £32 million to 2015. This includes:

- a) **Increased productivity** – it is expected that superfast broadband will increase the productivity of employees and will have a direct impact on gross value added (GVA). At the end of 15 years it is expected that 50% of businesses in intervention areas will experience increased productivity for their employees. The assumed productivity increase per employee due to superfast broadband availability is 1.21%.
- b) **Knowledge-based economy** – it is assumed that availability of superfast broadband will help promote a knowledge-based economy which will, in time, create more high-value jobs and some current employees within the region will move into this sector with higher salaries. Salary increase for a high-value job over average salary is assumed to be 2% yearly in the model.
- c) **Flexible working (including teleworking)** – it is assumed that more employees will be able to adopt flexible working due to the availability of superfast broadband (5% increase in flexible working used in the model). Superfast broadband availability also creates opportunities for people who are otherwise economically limited or inactive (e.g. the disabled, people over pension age and parents with young children). Flexible working generates potential benefits for existing employees and employers in the form of mileage savings, reductions in carbon dioxide emissions and time savings. Flexible working could also lead to a reduction in employee absenteeism (5% reduction is assumed in the model).
- d) **Telehealth** – it is expected that by deploying telehealth services for remote monitoring it will be possible to reduce the number of carers in residential care homes, and to maximise the efficiency of healthcare professionals, leading to cost savings. In the model, a 5% reduction in residential care cost per person has been assumed.
- e) **Cloud computing** – it is expected that superfast broadband will promote more widespread use of cloud computing. For many users, this approach leads to a marked decrease in the processing power needed to complete computing tasks, allowing much simpler (and lower cost) computers to be

³ http://www.hm-treasury.gov.uk/national_infrastructure_plan2011.htm

used. End users can enjoy potential savings on the purchase of new computers and their maintenance and it is assumed that a 10% reduction of computers' cost is achievable.

- f) **Remote learning** – superfast broadband can support enhanced distance learning, as lectures with video conferencing facilities become ubiquitous. It can, therefore, be expected that there will be an increase in the number of students (both part-time and full-time) registering with remote learning centres, as well as an increase in the quality of teaching available through such organisations. Remote learning will likely increase the number of highly skilled workers, which will have a positive impact on local GVA. Remote learning could also generate benefits for employees / students in the form of mileage savings, reductions in carbon dioxide emissions and time savings.

3.0 Summary of Local Broadband Plan

- 3.1 The funding available from Government is predicated upon the development of a satisfactory Local Broadband Plan, which must set out how the Government's national broadband targets will be delivered locally. Our Local Broadband Plan includes details of the local context, current and future planned broadband provision, demand stimulation and registration approaches, procurement strategy, project management and governance arrangements (including risks and mitigations) and the range of benefits expected.
- 3.2 Local Broadband Plans must have Cabinet level approval and demonstrate that appropriate local funding has been secured to release the allocated funds. The Local Broadband Plan for Coventry, Solihull and Warwickshire is under final review and we expect to submit it to the Government in keeping with the February 2012 deadline⁴. We will then go to market to procure the required infrastructure and services to deliver in accordance with the Government's targets for 2015.

4.0 Benefits for Local Authority Partners

- 4.1 The benefits are, as follows:
- **Economic Development:** the project will support the economic recovery and future growth for all business sectors, including SMEs. Superfast broadband will provide an essential underpinning for growth of the knowledge economy.
 - **Policy/strategy:** Improved broadband connectivity offers opportunities for improved/more efficient delivery of public services and will help us to demonstrate successful delivery of central Government targets.
 - **Environment:** There will be a reduced need for business and commuting travel (and better support for support for flexible/home working), which will be facilitated by more efficient ICT service

⁴ http://www.culture.gov.uk/news/media_releases/8722.aspx

delivery (i.e. cloud computing, data centre consolidation, reduced power consumption).

- **Partner Organisations:** there will be improved partnership working opportunities and opportunities for shared services via aggregated delivery.
- **Community:** We anticipate improved access to public services, quality of life, and meeting consumer expectations. Improved broadband speeds will address identified digital divide issues by developing the same broadband speed and performance across both urban and rural areas.
- **Financial:** There will be reduced public sector connectivity costs and more efficient service delivery (reduced transaction costs).
- **Legal:** We are currently identifying planning issues (way-leave agreements, street works, conservation areas and sites of special scientific interest).
- **Mitigation:** We are liaising with the different planning authorities through CSWAPO and discussing options with highways to minimize impact on the local environment and delays to the roll-out.
- **State aid issues:** BDUK are developing an umbrella notification in relation to its procurement framework, which we intend to use for our route to market and this will reduce time, cost and potential risk of challenge.

5.0 Consultation

- 5.1 **Communities:** The broadband survey was released in March 2011 and has over 2000 responses to date; we are assisting with funding applications to the Rural Community Broadband Fund (RCBF), including on-going discussions with the developers of Stoneleigh Park and community representatives from the wider area surrounding that development.
- 5.2 We are undertaking extensive consultation with a wide range of partners, as identified in the draft Local Broadband Plan.
- 5.3 **Businesses and business parks:** We are working to identify significant developments throughout the sub-region and are in discussions with a number of business parks and estates.
- 5.4 **Soft market testing:** We will review our proposed plans for expansion of the broadband network with the two major suppliers in the sub-region (BT and Virgin Media).

6.0 Funding

- 6.1 Conversations have been taking place between partners on the potential breakdown of the matched funding between themselves, and Warwickshire Districts Councils, led by Tonino Ciuffini, Head of Information Assets at Warwickshire County Council. These have included:

- Discussions between the BDUK Project leads of the three partners, and their own internal Member and Officer management.
- Meeting with the Chief Executive of Warwick District Council, and a subsequent email from him to other District Chief Executives.
- Meeting with the Senior Management Team at North Warwickshire District Council.
- Meeting with Cabinet and Management Team representatives at Rugby Borough Council.
- Meeting with the Head of Customer Access at Stratford on Avon District Council.
- Discussions with ICT Lead at Nuneaton and Bedworth Borough Council.

6.2 It is planned to seek to confirm these discussions as part of the individual Councils' budget processes. The importance of this timescale has been reaffirmed by a letter from Secretary of State Jeremy Hunt on 16th December 2011 which introduces a new deadline that "all local authorities to have submitted a draft Local Broadband Plan by end of February 2012 at the latest".

6.3 To support this process the following breakdown is suggested based on discussions with the individual partners.

	Capital Matched Funding	Project Revenue Funding	Total Funding
Authority			
Coventry City Council	27,500	£5,102	£32,602
Solihull Metropolitan Borough Council	19,943	£3,700	£23,643
Warwickshire County Council	2,949,936	£547,335	£3,497,271
Warwickshire District Councils	1,000,000	£185,541	£1,185,541
Unallocated **	72,621	£13,474	£86,095
Sub-Total	4,070,000	£755,152	£4,825,152

** This amount has only recently become available since figures for Coventry have been recalculated. It is likely that this will be made available for the Districts to bid for on a pro-rata basis.

6.4 It should be noted that this breakdown is a suggestion and it is predicated on:

- Coventry confirming that it will focus on the provision of Universal Access of 2mbs minimum for all premises and that it will not be necessary to invest in the provision of Superfast Broadband because it is projected that the industry will have already provided in excess of the 90% requirement by 2015. Therefore, Coventry does not require the full BDUK funding indicated for their area.
- Solihull confirming that they only want to match their BDUK forecast commitment.

- Warwickshire County Council and the Warwickshire Districts taking up the remaining partnership funding. This would include Warwickshire County meeting their full BDUK allocation; we have a formal Capital Programme bid in train to fund this share.
- The fact that not all funding will be required in 2012/13. Again this will depend on project approval by BDUK and the private sector partners' ability to respond. The current estimate is that for each authority their breakdown could be as follows:

2012/13	5%	Primarily a procurement year
2013/14	15%	Pilot roll-out
2014/15	60%	Main installation activity
2015/16	20%	Project completion.

6.5 It should be recognised that there are no guarantees that the funding being made available by BDUK and being matched by partners will deliver the 90% Government Target, the final figure reached will be determined by the private sector response to the competitive tendering process. Also, even if the target is reached, then up to 10% of premises across the partnership will still not receive superfast broadband.

6.6 Achieving a more equitable spread across the County may require a decision that reduces the overall figure for Warwickshire. Any decision on options should be considered as part of the market response through the competitive tendering process once detailed plans are proposed.

6.7 The assets funded through this investment will be owned and maintained by the successful bidder and so the Local Authorities will have no on-going liability or responsibility for the maintenance of the infrastructure.

7.0 What are we doing?

7.1 We are encouraging people to complete our broadband surveys for residents and businesses that can be found on the project web page at www.warwickshire.gov.uk/superfastbroadband - people that live and work at the same premise should complete both. The more responses we receive, especially from clusters or particular villages, the better the chance of improved broadband in that area.

7.2 We have developed an integrated communications strategy that includes a website (currently under development), regular electronic briefings, face to face meetings and PR which utilises local press and radio.

7.3 Most importantly, we need to communicate our message through Community Champions who will have close contacts with their own local communities. The aim is to prove that there is sufficient demand for the services to create a business case so as to increase the likelihood of a potential bidder prioritising that locality for the provision of services. Community Champions are people who live and/or work in particular areas and who are prepared to help by:

- (i) spreading the word;
- (ii) encouraging people to register their interest in the project;
- (iii) running local campaigns to drive up demand in an area; and
- (iv) directing members of the public to the dedicated project website <http://www.cswbroadband.org.uk> or directing enquiries to the project email address: broadband@warwickshire.gov.uk

8.0 Timescales and Next Steps

8.1 In late December new timescales were announced by Government for the national BDUK project. Therefore we are now required to:

- a) Submit the draft Local Broadband Plan (approved by Cabinets of all three upper tier authorities) to BDUK before the end of February 2012.
- b) The Local Broadband Plan should be approved by BDUK by the end of April 2012.
- c) Be ready to procure the solution by July 2012. If any of these dates is not met then government has announced that they may take the procurement back centrally, which would mean less local input and less control over how and where the service is delivered.
- d) The delivery of the programme should be complete by end 2015.

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Portfolio Holder	Cllr Cockburn Cllr Wright	cllrcockburn@warwickshire.gov.uk cllrwright@warwickshire.gov.uk

Item 8

Overview and Scrutiny Board 25th January 2012

Work Programme and Scrutiny Review Progress Report

Recommendations

- 1) That the Overview and Scrutiny Board consider the Work Programme and agrees any additions or amendments that are considered appropriate.
- 2) That the Overview and Scrutiny Board consider a progress update, with regard to any ongoing scrutiny reviews, and agrees any recommendations as considered appropriate.
- 3) That the Overview and Scrutiny Board consider the appointment of a Task and Finish Group review of Post-16 Transport.
- 4) That the Overview and Scrutiny Board consider the appointment of a Task and Finish Group to undertake a review of the Council's Street Lighting Energy Saving Project.

1.0 Work Programme

- 1.1 An updated draft Work Programme is attached at Appendix A for consideration. Members have the opportunity to review the Work Programme and make any suggestions for additions or amendments.

2.0 Scrutiny Reviews – Progress Report 2011/12

- 2.1 Progress of the Task and Finish Groups that have been commissioned by the Overview and Scrutiny Board during 2011/12 is attached at Appendix B. The Task and Finish Groups that are currently live are, as follows:
 - Paediatric and Maternity Services
 - Older Adult Mental Health Services
 - Post-16 Transport (schedule to commence in January 2012)
- 2.2 With regard to the Post-16 Transport review, a copy of the initial scoping document is attached at Appendix C for information. The Board is asked to consider whether the Task and Finish Group should commence to enable an assessment of the 2011/12 changes which were implemented in September 2011.

- 2.3 A Task and Finish Group has been proposed to review the Council's Street Lighting Energy Saving Project. Further information on the purpose of the review and a summary of the Plan is attached at Appendix D. Councillor John Whitehouse will be in attendance at the meeting to present the information.

3.0 Forward Plan

- 3.1 The following items appertaining to the remit of the Overview and Scrutiny Board are currently included in the forward plan:

3.2 Cabinet – 26th January 2012

2012-13 Budget – An Update

To inform Cabinet of any changes to the information in the draft budget proposals in light of the consultation and the Formula Grant Settlement.

Quarter 3 Monitoring

This report informs members of the forecast 2011/12 financial and performance position of the authority. It highlights the main reasons for any variations for each service and the impact on the Authority's reserves position and the delivery of the Medium term Financial Plan.

Member Development Strategy 2012

The Member Development Strategy has been refreshed.

Armed Forces Covenant with Warwickshire Public Sector Partners

To consider entering in a mutual public sector covenant with the Armed Forces to support Armed Forces personnel and their families to facilitate their integration with local communities.

Memorandum of Understanding between Warwickshire, Coventry City Council and Solihull MBC

To consider forming an agreement with Coventry City Council and Solihull MBC on joint working.

Corporate Business Plan: Review Outcomes, Measure and Targets 2012-13

Review of Outcomes, Measures and Targets in the Corporate Business Plan 2012-13.

3.3 Cabinet – 16th February 2012

Declare surplus and dispose of land adjacent to the Montague Road Depot and the former Ridgeway School site – EXEMPT

Consideration to declare surplus and dispose of land adjacent to the Montague Road Depot and the former Ridgeway School site.

Rural Broadband Development Proposals and Local Broadband Plan

As part of the Government initiative to improve Broadband in rural areas, Warwickshire County Council, in partnership with Coventry City Council and Solihull MBC, is seeking to submit a Local Broadband Plan to BDUK. This will attract up to £4 million in government support for this initiatives. This report outlines our proposals for supporting the development of Broadband in rural areas.

Approval of New ICT Strategy

The County Council ICT Strategy has been reviewed as planned at the end of 2011. This document presents the new Strategy and highlights key elements of the Strategy.

Adoption of Google Mail Product

As part of the plans to replace our current e-mail system, Warwickshire County Council has led a Cabinet Office G-Cloud Project exploring the potential benefits of adopting a Cloud Computing Solution. This document reports on the results of a pilot of these facilities and will outline the business case for adoption if the pilot is successful.

Report to dispose of land at Ilmington for Rural Affordable Housing and Local Market Housing

Report to update previous decision in respect of land at Mabels Farm, Ilmington.

Treasury Management Strategy 2012/13

This report sets out the proposed Treasury Management Strategy for 2012/13 as required by the CIPFA Code of Practice on Treasury Management.

Disposal of Surplus School Sites

This report seeks outstanding permissions to enable the final disposal of vacated school sites and buildings.

3.4 Cabinet – 15th March 2012

Review of Anti-Fraud Corruption Strategy

Reports the outcome of a review of the Council's Anti-Fraud Strategy.

Medium Term Financial Plan and Capital Strategy

To recommend the MTFP and Capital Strategy to Council for approval.

Property at Bath Place, Leamington – EXEMPT

Following the fire at this property in September 2009 and the negotiations for an insurance settlement the report proposes what is to happen to the property.

2012/13 Service Estimates

To present the detailed service estimates for 2012/13 consistent with the 2012/13 Budget which will be approved by Council in February 2012.

4.0 Dates of Future Meetings

4.1 Future meetings of the Overview and Scrutiny Board have been scheduled for 2.00 p.m. on the following dates:

- 14th March 2012
- 30th May 2012

	Name	Contact details
Report Author	Georgina Atkinson	georginaatkinson@warwickshire.gov.uk
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Strategic Director	David Carter	davidcarter@warwickshire.gov.uk
Portfolio Holder	Councillor Hayfield	cllrhayfield@warwickshire.gov.uk
	Councillor Heatley	cllrheatley@warwickshire.gov.uk
	Councillor Wright	cllrwright@warwickshire.gov.uk

**Overview and Scrutiny Board
Work Programme 2011/12**

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
25 th January 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Treasury Management Monitoring Report 2010/11 (Phil Triggs)		√								
	Quarter 3 Financial Monitoring Report (Virginia Rennie)		√								
	Public Services Reform Task and Finish Group	To receive a report outlining progress against each of the recommendations arising from the review and the impact.		√	√						
	Local Broadband Plan	To receive an interim report on the Local Broadband Plan and update on Google Mail.		√	√						
14 th March 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					

Last update 5th January 201208 Work Programme – 25th January 2012

**Overview and Scrutiny Board
Work Programme 2011/12**

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
30 th May 2012	Questions to the Portfolio Holders			√							
	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
25 th July 2012	Questions to the Portfolio Holders			√							
	Property Rationalisation Programme (Steve Smith)	To receive an update on the Programme, including information on Local Centres.			√						
3 rd October 2012	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Questions to the Portfolio Holders			√							
12 th December 2012	Transformation Programme (Phil Evans)	To scrutinise the delivery of the Programme, including timescales and proposals.	√		√	√					
	Questions to the Portfolio Holders			√							
	Big Society Fund (Nick Gower-Johnson)	To enable the Board to scrutinise the impact of the Fund, the performance of the community groups and the effectiveness of the services.	√						√		√

**Overview and Scrutiny Board
Work Programme 2011/12**

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	Performance Management	Holding Executive to Account	Policy Review/Development	Overview	Raising Levels of Educational Attainment	Maximising independence for older people and adults with disabilities.	Pursuing a Sustainable Environment and Economy	Protecting the Community and making Warwickshire a safer place to live	Cross cutting themes/ LAA
Dates to be fixed	Sub-Regional Programme of Collaboration (Monica Fogarty)										
	Performance Management (Phil Evans)	To consider proposals regarding methods to improve performance monitoring by the Boards and the Scrutiny Committees.	√								

Briefing Notes		
SUBJECT OF BRIEFING NOTE	OBJECTIVE OF BRIEFING NOTE	COMMENT / FURTHER INFORMATION
Consumer Direct	To update O&S Board Members on changes to Consumer Direct.	<i>Requested from Mark Ryder on 10/11/11</i>
School Transport – Vacant Seats Policy	To update the Board on changes to the Vacant Seats Policy	<i>Requested from Mark Gore on 16/11/11</i>

Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
Hawthorn Ward Cllr Sally Bragg (Rugby BC), Cllr Jerry Roodhouse, Cllr Sid Tooth, Cllr Claire Watson	Health OSC 1.07.2010	Complete	Recommendations referred to PCT and NHS Partnership Trust. Recommendations accepted.
School Exclusions Cllr Carolyn Robbins (Chair), Cllr Ron Cockings, Cllr Robin Hazelton, Cllr Tim Naylor	Children & Young People OSC 8.9.2010	Complete	Cabinet endorsed the recommendations on 18/11/2010 subject to any financial implications arising from the recommendations being considered as part of the Budget and subject to emerging Government policy changes.
Safeguarding Children Cllr John Ross (Chair), Cllr Julie Jackson, Cllr David Johnson, Cllr Mike Perry	Children & Young People OSC 8.9.2010	Complete	Cabinet endorsed the recommendations on 18/11/2010 subject to any financial implications arising from the recommendations being considered as part of the Budget and subject to emerging Government policy changes.
Child Adolescent Mental Health Services (CAMHS) Cllr Martyn Ashford (Chair), Cllr Sarah Boad, Cllr Clare Hopkinson, Cllr Frank McCarney, Cllr Carolyn Robbins, Cllr Jerry Roodhouse, Cllr Sid Tooth, Cllr Claire Watson	Adult Social Care & Health OSC 16.09.2010	Complete	The recommendations were approved by Cabinet on 16/12/2010, subject to any financial implications being considered as part of the Council's budget process.
Support for Carers Cllr Kate Rolfe (Chair), Cllr Mike Gittus, Cllr Barry Longden, Cllr Claire Watson	Adult Social Care & Health OSC 16.09.2010	Complete	Cabinet on 16/12/2010 approved Recommendations 1, 2, 3,4,8,11,12.

Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
Rugby A&E Services consultation Cllr Dave Shilton (Chair), Cllr Richard Dodd, Cllr Carolyn Robbins, Cllr Helen Walton, Cllr Clare Watson, Cllr Jerry Roodhouse, Cllr Sally Bragg (Rugby BC)	Adult Social Care & Health OSC 12.10.2010	Complete	Recommendations were endorsed by ASC&H OSC on 12.10.2010 and forwarded to Warwickshire PCT and UHCW
Ante Natal and Post Natal Services for Teenage Parents Cllr Angela Warner (Chair), Cllr Carolyn Robbins, Cllr Claire Watson	Adult Social Care & Health OSC 8.12.2010	Complete	Recommendations endorsed by OSC on 8.12.2010. Cabinet 27.1.2011 agreed the recommendations.
Communication with the public and financial accountability Cllr Tim Naylor (Chair), Cllr Carol Fox, Cllr Julie Jackson, Cllr Clive Rickhards, Cllr Angela Warner	Overview & Scrutiny Board 20.07.2011	Complete	Phase 1 recommendations agreed by Cabinet 27.1.2011. Recommendations from Phase 2 agreed by OSB at meeting on 20.07.2011 and are being reported to Cabinet on 08.09.2011.
Public Service Reform Cllr John Ross (Chair), Cllr Jerry Roodhouse, Cllr Sid Tooth, Clive Parsons (Police Authority), Janet Smith (PCT)	Overview & Scrutiny Board 25.05.2011	Complete	Cabinet approved recommendations from Phase 2 at its meeting 30.06.2011. First update on recommendations to the Board – 25th January 2012
Household Waste Recycling Centres Cllr Chris Davis (Chair), Cllr Richard Chattaway, Cllr Jeff Clarke, Cllr Barry Lobbett, Cllr Carolyn Robbins, Cllr Ray Sweet	Communities OSC 3.11.2010	Complete	Recommendations forwarded to the Strategic Director and being implemented.

Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
Adult Social Care Prevention Services Cllr Claire Watson (Chair), Cllr Martyn Ashford, Cllr Jeff Clarke, Cllr Jose Compton, Cllr Carol Fox, Cllr Sid Tooth	Adult Social Care & Health OSC 24.1.2011	Complete	Overview and Scrutiny Committee endorsed the recommendations on 24.1.2011 and Cabinet agreed on 27.1.2011.
Discharge from Hospital and Reablement Cllr Jose Compton (Chair), Cllr Martyn Ashford, Cllr Robin Hazelton, Cllr Kate Rolfe, , Cllr Sid Tooth, Cllr Claire Watson	Adult Social Care and Health OSC 29 June 2011	Complete	Reported to OSC on 29.06.2011 and then on to Cabinet on 14.07.2011.
Supporting the Local Economy Cllr June Tandy (Chair), Cllr Richard Chattaway, Cllr Peter Fowler, Cllr David Johnston, Cllr Tilly May, Cllr Chris Williams	Communities OSC 31.08.2011	Complete	Report and recommendations were considered by the Communities OSC on 31.08.2011.
Waste Disposal Cllr Richard Chattaway (Chair), Cllr Clare Hopkinson, Cllr Barry Lobbett, Cllr John Whitehouse	Communities OSC 31.08.2011	Complete	Report and recommendations being considered by Communities OSC on 31.08.2011.
Quality Accounts Cllr Dave Shilton (Chair), Cllr Peter Balaam, Cllr Jeff Clarke, Cllr Jim Foster, Cllr Sid Tooth, Cllr Angela Warner	Adult Social Care and Health OSC – 07.06.2011	Complete	Single Issue meeting held on 07.06.2011. The Committee's commentary on the Quality Accounts were circulated to providers following the meeting

Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
Paediatric Cardiac Surgery Services in England Cllr Martyn Ashford, Cllr Peter Barnes, Cllr Sarah Boad, Cllr Richard Chattaway	This was agreed “virtually” by the Adult Social Care and Health OSC	Complete	The response was sent to the Department of Health before the deadline of 5 October 2011
Paediatric and Maternity Services Cllr Peter Balaam (Chair), Cllr Martyn Ashford, Cllr Carolyn Robbins, Cllr Barry Longden, Cllr Sonja Wilson, Cllr Jim Foster, Lesley Hill (LINK)	This is expected to report to Adult Social Care & Health OSC in February 2012	Live	<p>A public consultation is scheduled to begin in February, seeking views on future models of paediatric and maternity service delivery in the north of the county (this is because the current model of paediatric services at George Eliot Hospital has been judged unsustainable).</p> <p>The Arden Cluster developed a shortlist of 3 service models to consult on in December 2011. However, concerns were raised about the sustainability of Option C, so the consultation was postponed. The George Eliot Hospital is currently working on plans to address these concerns, which may result in a revised Option C. The Arden Cluster is also re-visiting the Business Case to address concerns raised by the T&F Group and other stakeholders during the pre-consultation phase. Members are currently awaiting the outcomes of these last two activities, and the subsequent changes to the proposed consultation, in order to continue its pre-consultation work.</p> <p>An interim report will be taken to the ASC&H OSC in February to update the Committee on progress to date and next steps. When the formal 90-day consultation is underway, the role of the T&F Group will be i) to monitor participation (after 30 days and after 60 days), offering feedback/recommendations to the Cluster as appropriate and ii) to draft a formal response on behalf of the Committee.</p>

Progress on Commissioned Task and Finish Groups

Topic	Reports to Parent Committees	Status	Comments
Older Adult Mental Health Services Cllr Jerry Roodhouse (Chair), Cllr Peter Fowler, Cllr Sid Tooth	Adult Social Care and Health OSC – 15 February 2012	Live	<p>The Task and Finish Group has held initial meetings with CWPT, Arden Cluster and colleagues within Adult Social Services. The Task and Finish Group meeting scheduled for 11th January was cancelled by the PCT as the consultation document (that the Group will be scrutinising) was still not ready.</p> <p>A short report will be prepared for the Adults O&S on the background to the review, what work has been done so far, and options for next steps.</p>
Post 16 Transport	To be confirmed	Live	Review to commence January 2012

Appendix C

Proposed Scrutiny Review Outline

Review Topic (Name of review)	Post 16 Transport
Panel/Working Group etc – Members	TBA
Key Officer Contact	Nick Williams, Kevin McGovern
Relevant Portfolio Holder(s)	Cllr Heather Timms
Relevant Corporate/LAA Priorities/Targets	Raising educational attainment and improving the lives of children, young people and families
Timing Issues	Start no earlier than January 2012 to enable an assessment of the 2011/12 changes which are due to commence from September 2011.
Type of Review	Select committee style
Resource Estimate	This review if commissioned is likely to take somewhere between 1-2 months to complete the review i.e. up to having an agreed final report ready for submission to committee,. A provisional estimate of scrutiny officer support is between 90 to 120 hours or 15 -20 days depending on the actual methodology used by the review. This assumes a review planning meeting, select committee, meeting to develop conclusions and recommendations, includes arrangements for meetings, research time, liaison and contact with witnesses and write up of evidence and the final report.
Rationale (Key issues and/or reason for doing the review)	The medium term savings plan agreed as part of the 2010/11 revenue budget resolutions assumes savings over 3 years of £1.3M [£379000 in 2010/11, £550,000 in 2011/12 and £371,000 in 2012/13]. The Children Young People and families OSC received a report on 23 June 2010 on the policy changes necessary to achieve the savings target. Concern was expressed about the impact on the education and achievement of children and young people, particularly in rural areas, and the consequent impact on providers. The medium term savings plan agreed as part of the revenue budget 2011/12 set out cumulative savings of £1.087M [2011/12], £2.614M [2012/13], and £3.114M [2013/14]. Cabinet on 14/04/2011 approved changes in policy for the 2011/12 academic year (from September 2011) The focus of the review is to assess the impact of the changes on the opportunities for education and achievement of young people, particularly those in rural areas.
Objectives of Review (Specify exactly what the review should achieve)	<ul style="list-style-type: none"> • Assess the impact of the changes in Post 16 Transport policy on the attainment/educational opportunities for young people, particularly those in rural areas. • Consider proposals for the future funding of the service and any further policy changes. • Assess the implications and impact of any future service/policy changes.

<p>Scope of the Topic (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review: Seeking views of</p> <ul style="list-style-type: none"> • Heads of rural schools from which significant numbers of pupils leave at age 16 and travel somewhere else for post-16 courses • Colleges to which pupils travel • Yr12 students at Colleges • Parents of Yr 11 students in rural schools <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> •
<p>Indicators of Success – Outputs (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> • Recommendations accepted and implemented
<p>Indicators of Success – Outcomes (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> • No significant adverse impact on the opportunities for education and attainment for young people.
<p>Other Work Being Undertaken (What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)</p>	

Overview and Scrutiny Committee Board proposal for Task and Finish Group for the Street Lighting Energy Saving Project

The purpose of this briefing is to request the formation of a Task and Finish Group within the Communities Overview and Scrutiny Committee which will consider the Street Lighting Energy Saving project.

As part of the County Council savings plan, Street Lighting has been set a target of £500,000 to be saved from the annual electricity budget from financial year 2013/14. To achieve this saving part-night lighting is to be implemented throughout the County affecting approximately 80% or 39,000, of the street lights owned and maintained by Warwickshire County Council.

The purpose of the proposed Task and Finish Group would be to look at the project under specific terms of reference. Some areas which could be considered would be;

- Timing of switching to part-night operation, either adopting a phased approach or all at once,
- The criteria used to identify the 80% of lights required to be switched to part-night operation to achieve the agreed financial savings,
- Review consultation proposals and results,
- Equitability of the project, in terms of it's impact on the residents of Warwickshire.
- Benchmarking against other Local Authorities who are currently operating on a part-night basis or in the process of moving to part-night operation.

In order to achieve the £500,000 saving in financial year 2013/14 we would need to switch to Part-Night operation from 1st April 2013.

By forming the Task and Finish Group in February should allow sufficient time to consider the project before reporting the findings at the September 2012 Overview and Scrutiny Committee.