

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 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 10s (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 Paddox Primary Amalgamation	1,732	118	0	0	1,850	1,732	118	0	0	1,850	0	0	
10426000	Rugby Rokeby 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											Reduction in financial support to both members and
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	Actual to Date	Forecast Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	2011/12 £	£	£	2013/14 £	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 accomodation. 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 thee 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	(12)	(12)		
10391000	Non-Schools Remedial Safe Water	0	12	0	0	12	0	(1)	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	(40)	(40)		
11042000	Structural Maintenance 2011/12 - Revenue Funded	0	300	0	0	300	0	286	0	0	(14)	(14)		
10397000	Major Structural Maintenance - Base Programme 2009/10	1,222	3	347	0	1,571	1,222	(6)	347	0	(9)	(9)		
10474000	Major Structural Maintenance (Non Schools) Base Programme 2010/11	1,029	246	0	0	1,275	1,029	188	0	0	(58)	(58)		
10475000	Non-Schools Remedial Safe Water 2010/11	451	41	0	0	492	451	15	0	0	(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	(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	(0)	(0)		
10493000	Non-Schools Maintenance Backlog 2010/11	681	34	0	0	715	680	29	0	0	(5)	(6)		
11063000	Exhall Cedars Inf Sch - Roof Replacement	0	137	0	0	137	0	141	0	0	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	(199)	0		
11029005	Wark Barrack St Block - Ph 2 Cathodic Protection	0	186	0	0	186	0	186	0	0	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	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	(3)	(3)		
11031003	Exhall Ash Green Sch - Boiler Repl	0	133	0	0	133	0	133	0	0	0	0		
11031042	Southam College - Window Repl (Block 1)	0	117	0	0	117	0	117	0	0	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	(7)	(7)		
10587000	AHCS Premises Small Scale Reactive Works - Base Programme 09/10	42	161	0	0	203	42	0	0	0	(161)	(161)		
10585000	AHCS Premises Small Scale Reactive Works - Base Programme 07/08	88	30	0	0	119	88	(1)	0	0	(31)	(31)		
10586000	AHCS Premises Small Scale Reactive Works - Base Programme 08/09	41	0	0	0	41	41	3	0	0	3	3		
10630000	Minor Works 2006/07	104	1	11	0	116	104	0	0	0	(1)	(12)		
10635000	AHCS Library Premises Small Works Base Programme 09/10	93	17	0	0	110	93	2	0	0	(15)	(15)		
10634000	AHCS Library Premises Small Works Base Programme 08/09	100	5	0	0	105	100	19	0	0	14	14		
10636000	Library Premises Small Works Base Programme 2010/11	78	6	33	0	117	78	0	0	0	(6)	(39)		
10592000	Small Scale Reactive / Minor Improvements County-Wide	0	115	0	0	115	0	56	200	273	(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)	