

Cabinet

11 June 2015

One Organisational Plan Year End Report April 2014 – March 2015

Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan as at the end of March 2015 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Review and comment on the 2014/15 revenue and capital outturn position, and the year-end performance position against the 2014/15 savings plan (Background Annexes A to S) and the level of reserves held by the Authority (Appendix C).
- c) Support the action being taken to bring the spending of the Safeguarding and Education and Learning Business Units in line with the budgets, as detailed in paragraphs 3.5 and 3.6.
- d) Note the transfer of £0.726 million into corporate reserves as outlined in paragraph 5.3.
- e) Approve the use of £1.480 million of corporate reserves to cover the unfinanced 2014/15 overspend in Education and Learning and Safeguarding Business Units, as outlined in paragraph 5.4.
- f) Approve the use of £3.133 million service savings to support plans for the delivery of service in 2015/16.
- g) Approve the use of £1.183 million to repay borrowing as outlined in paragraph 5.5.
- h) Support the approach to the financing of the 2014/15 capital programme as detailed in Section 6.
- i) Note the management of significant risks as outlined in Section 2.

1. Summary of Progress

- 1.1. The One Organisation Plan 2014-18 was developed as a four year plan for the delivery of a set of core outcomes within the envelope of available resources.

This report presents the position at the end of the first year of our 4 year One Organisational Plan and as such should be read as an early review of progress to date.

- 1.2. As is to be expected after one year the picture presented is variable. We are on target to deliver the outcomes across four of the five priority areas with only one area – ‘Warwickshire’s communities are supported by excellent communications and transport infrastructure’ – currently not on target. All of the savings planned for 2014/15 have been delivered, with significant progress made in taking forward the savings planned for future years. This contributed to an overall underspend of £9.1 million and leaves our reserves in a robust position to meet the challenges ahead, ensuring the four year plan, which includes the use of significant levels of reserves, remains viable.
- 1.3. The importance of maintaining capacity, through our level of reserves, is becoming increasingly important. Following the Queen’s Speech it is anticipated that the local government sector is likely to be required to make additional savings. The headline at present is a £12 billion gap, with the Chancellor anticipating 5% additional savings from Ministries. How much of this will impact on Warwickshire remains to be established and will be the subject of a future report.
- 1.4. Financially two Business Units are under particular pressure (Education and Learning and Safeguarding) and the report contains proposals for addressing these in line with the 2016/17 refresh. The number of employees continues to fall as savings are delivered requiring an increased focus on ensuring all activity is supporting the delivery of the One Organisation Plan.
- 1.5. Whilst significant improvements have been made in revenue forecasting, capital slippage and accurate in-year performance monitoring needs a continuing focus. This should ensure future quarterly performance reports can provide the same degree of comfort about progress as the actual year-end position.
- 1.6. The One Organisational Plan is made up of the following elements;
 - OOP Outcome Framework, including organisational health outcomes (Pages 1-2 of Appendix A).
 - Use of financial resources including revenue, savings and capital, (Pages 3-5 of Appendix A)
 - Management of human resources (Page 6 of Appendix A) and.
 - Management of strategic risks (Page 7 of Appendix A) and
- 1.7. All these elements collectively contribute to the delivery of our Core Purpose over the next 4 years. Overall progress on the delivery of these elements as at the 31st March is as follows:
 - We are reporting that we are outside of the tolerance set to deliver on the Outcome Framework.
 - We are within tolerance in the use and management of our financial resources.
 - We are within tolerance in the management of our human resources.

- We are within tolerance in the management of our strategic risks.

1.8. The following sections of this report set out the key messages in relation to each of these specific elements. However, they should not be considered independently and Members are asked to consider them in their entirety.

2. Performance Commentary

One Organisational Plan Outcomes

2.1 The OOP Outcome Framework contains 5 specific key outcomes. At the end of March 2015, we are reporting that 4 are within tolerance to be delivered and one is red. Details of which are set out in the table below.



	Our communities & individuals are safe from harm & are able to remain independent for longer	The health & well being of all in Warwickshire is protected	Our Economy is vibrant; residents have access to jobs, training & skills development	Warwickshire's communities are supported by excellent communications & transport infrastructure	Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership	
Overall Status	Amber	Amber	Amber	Red	Amber	Red
Red	1	0	1	2	0	4
Amber	2	5	2	0	5	14
Green	2	0	1	1	0	4
Total	5	5	4	3	5	22

Please note that the following criteria has been used to report the delivery of the Outcomes:

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

2.2 Each of the 5 specific outcomes are supported by a number of additional themes, and cover distinct areas of activity that are being delivered across the Organisation and not just by one particular Group or Business Unit. The year-end results for 2014/15 present a mixed picture of performance with some good news and some areas that require more specific focus in order to ensure that, by 2018, we have delivered the outcomes we set out to achieve.

2.3 Positively, at the end of Year 1 we are able to report that we are successfully delivering on the following themes which are all reporting a green status as at 31st March 2015:

- Our voluntary sector provide a strong offer of targeted support
 - Our Councillors are strong community leaders
 - Our economy provides quality jobs and unlocks entrepreneurship
 - The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised
- 2.4 For the outcome “Our Communities and Individuals are safe from harm and are able to remain independent for longer”, we are on track to deliver on the outcome, with 4 out of the 5 themes reporting they are amber or green at the end of March and only 1 theme is red which is “our vulnerable residents are safe, protected from harm & independent for longer”.
- 2.5 It is important to note that slight changes in underlying performance results compared to the targets set have triggered the red status at the end of year 1. For example we are reporting a red status for the total number of accidental dwelling fires as at the end of March 2015 and this is as a result of 8 more incidents than the target set of 156. It must be borne in mind that, whilst disappointing, this is a very low base and Warwickshire FRS has been one of the best performers in this area for some time. This outturn figure is expected to be within the top performers in the country despite the slight increase.
- 2.6 For the outcome “The health and well being of all in Warwickshire is protected”, we are on track to deliver on the outcome, with all 5 themes reporting they are amber at the end of March.
- 2.7 For the outcome “Our Economy is vibrant; residents have access to jobs, training and skills development”, we are on track to deliver on the outcome, with 3 out of the 4 themes reporting they are amber or green at the end of March and only 1 theme is red which is “Our young people are supported to meet their needs and aspirations”.
- 2.8 This overall performance has been affected by the results for “Closing the Gap” in terms of attainment with an increase in the % gap between the achievement of disadvantaged pupils and non disadvantaged pupils in those achieving 5 or more A* - C grades in English and Maths and the % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils achieving level 4 or above in reading, writing and maths. Closing the Gap has been identified as a major area for development and a strategy is being developed and project has been established to help drive improvements in this area.
- 2.9 The overall use of revenue resources for Education and Learning is showing an overspend. This is primarily because of the increased pressure, within the Vulnerable Learners service, on the demand led budgets for support for pupils with special educational needs and disabilities (SEND) including the associated transport costs.
- 2.10 For the outcome “Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or delivered

in partnership”, we are on track to deliver on the outcome, with all 5 themes reporting they are amber at the end of March.

2.11 As at the end of March 2015, the outcome “Warwickshire’s communities are supported by excellent communications and transport infrastructure” is reporting an overall red status and this is because 2 out of 3 themes are reporting that they are not on target to deliver the outcomes. Only the outcome “The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised” is reporting that it has delivered on the outcome set.

2.12 The table below sets both the themes that are not reporting to be delivered and the associated key performance measures that have not achieved the targets set for 2014/15.

OOP Theme	Key Business Measures	Reason
Our planning infrastructure delivers strategic solutions for partners and ourselves	<ul style="list-style-type: none"> % of Major Highway Authority applications which were responded to within target of 21 days % of Minor Highway Authority applications which were responded to within target of 21 days 	<ul style="list-style-type: none"> Due to the changes in the approach to responding to major highway applications during 2014/15, year end performance has not been as high as expected. However, year on year performance continues to improve, with 63% of all major applications responded to within 21 days compared to 61% in 2013/14. 84% of all minor applications were responded to within 21 days compared to 80% in 2013/14. Whilst year on year performance has improved, the results were not as high as the 90% target.
Our integrated sustainable transport networks are fit for the future & meet the needs of residents and businesses	<ul style="list-style-type: none"> WCC cost per passenger journey on County Council supported services Delivery of the annual Capital Programme for Transport Length of highway network where surface treatment was achieved 	<ul style="list-style-type: none"> As previously financially supported services become commercially viable there is a greater reduction passenger numbers on the remaining supported services which results in an increasing per capita cost. This is part of an on-going trend. Delivery of capital programme (excluding s278 schemes) is 95% and including s278 schemes is 93% against a target of 100% for 2014/15. During the financial year there have been minor delays in delivering some schemes and currently a s278 scheme is added to the capital programme whilst there are still processes to complete which involve external parties. These processes can sometimes take a considerable amount of time to complete before a scheme is ready to deliver. The length of network treated at the end of March 2015, is less than the target due to a reduction in the amount of surface dressing work taking place as a result of concerns about materials supplied by the industry – a planned 30km less than the 250km target set. Regardless of carrying out a reduced programme of surface treatment, the length of network requiring treatment has reduced from 587km in 2013/14 to 568km in 2014/15.

2.13 Greater scrutiny of the high level outcomes and their supporting themes and key business measures that are not performing as well as expected during the year, (including more robust in year forecasting and target setting) will be undertaken in 2015/16 to ensure that going forward these areas are either

improved upon or we are able to more accurately predict the final year end position.

Organisational Health Outcomes

- 2.14 Overall, we are forecasting that, at the year end, we are within tolerance to deliver all of the high level Organisational Health Outcomes.
- 2.15 As at 31st March, we are reporting a red status for two outcomes. The first is “Services are delivered within the agreed budgets” which is informed by WCC’s Revenue Budget performance and is set out in Section 3 of this report.
- 2.16 The second outcome is “The Council operates within the law” which is informed by the number of adverse decisions as a result of a legal challenge. During 2014/15, the Council has received a total of 15 legal challenges from the Local Government Ombudsman, 7 of which are Blue Badge applications.
- 2.17 For 2014/15, the target set was ‘0’ adverse decisions for this measure and therefore the red status of this measure is confirmed. However, it is worth noting that due to the changes in the reporting categories by the Local Government Ombudsman during 2014/15, we have seen an increase in the number of challenges the authority has received making comparative year on year performance is no longer possible.

Management of HR and Risk

- 2.18 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.19 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation.
- 2.20 During the year, we have reported an increase in the number of days lost due to sickness when compared to the previous year’s performance and this position remains unchanged at the year end. For 2014/15, we are reporting an increase (albeit slight) in the number of days lost due to sickness when compared to 2013/14. For 2014/15, the overall absence rate is 10.13 days lost per full time equivalent compared to 9.79 days at the end of March 2014.
- 2.21 Whilst the reason for the most days lost due to staff being absent from work remains stress and mental health, we are seeing the overall number of days lost in this category reduce and this is perhaps a reflection on the support available for managers and individuals to help manage and reduce stress in the workplace.
- 2.22 As we continue to move through significant organisational change, the total number of people employed by the County Council has fallen throughout the year. As at the 31st March 2015, the total number of staff in employment is

5,315 when compared to the number of employees at the start of the financial year (5,626).

- 2.23 However, whilst the number of people employed continues to fall, the age profile of our workforce remains stable with an average age of 45.8 years. Efforts to increase the younger representation of the workforce continues and at the end of March 2015, the apprenticeship programme is supporting more than 60 apprentices across the County Council.
- 2.24 At the year end, we continue to manage the number of significant risks to the organisation, and there is only one net red risk which is "Safeguarding Children and Vulnerable Adults in our community and the County Council's inability to take action to avoid abuse, injury or death". This risk has been set at a constant red risk level because of the nature of the risk.
- 2.25 Further details of the actions being taken to reduce the likelihood/ impact of risk is detailed in the risk section of Appendix A.

3 Revenue Spending

- 3.1 The underspend for the year is £9.122 million. This figure includes government grants and schools spending which are, effectively, outside of our control. The underspend against controllable budgets is £10.453 million, equivalent to a 2.28% underspend, slightly above the top end of the 0% to 2.0% target range. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the approved budget. It should be noted that the position reported here does not include the effect of the Coventry and Warwickshire Business Rates Pool. A verbal update will be provided at the meeting.
- 3.2 The underspend reflects a culture of careful spending and advance planning for future spending reductions, as already referred to in paragraph 1.2. This culture was embedded in the last Medium Term Financial Plan and has flowed into the delivery of the 2014-18 One Organisation Plan. The underspend ensures that the overall four year Plan remains financially balanced and means we are not required to take additional short-term action to impose further reductions in spending.
- 3.3 The £1.331 million overspend on the uncontrollable elements of the budget reinforces the importance of having sufficient reserves to manage such fluctuations without requiring medium term plans to be reviewed.
- 3.4 Two Business Units overspent in 2014/15 whilst twelve business units underspent their approved budget by more than 2%, and are therefore outside the tolerance level set as the basis for exception reporting. Heads of Service have provided a brief explanation of why their Business Units outturn position was outside of the agreed tolerances and this is attached as **Appendix B**.

Table 1: 2014/15 Revenue Spending by Business Unit						
	Budget After Q3 £m	Agreed Changes £m	Revised Budget £m	Outturn Spending £m	Over (Under) Spend £m	Variation %
Early Help and Targeted Support	18.682	0.144	18.826	18.008	(0.818)	-4.35%
Professional Practice	4.566	0.239	4.805	3.603	(1.202)	-25.02%
Safeguarding	38.014	(0.244)	37.770	38.634	0.864	2.29%
Social Care and Support	108.949	(0.010)	108.939	106.598	(2.341)	-2.15%
Strategic Commissioning	17.244	0	17.244	16.458	(0.786)	-4.56%
People Group	187.455	0.129	187.584	183.301	(4.283)	-2.28%
Economic Growth	22.687	(0.501)	22.186	21.323	(0.863)	-3.89%
Education and Learning	84.144	0.152	84.296	86.370	2.074	2.46%
Localities and Community Safety	8.318	(0.641)	7.677	7.405	(0.272)	-3.54%
Public Health	21.993	0.395	22.388	22.169	(0.219)	-0.98%
Transport and Highways	29.117	(1.047)	28.070	25.771	(2.299)	-8.19%
Communities Group	166.259	(1.642)	164.617	163.038	(1.579)	-0.96%
Customer Service	8.488	0	8.488	8.322	(0.166)	-1.96%
Finance	4.214	0	4.214	4.182	(0.032)	-0.76%
Human Resources	5.286	0.136	5.422	5.407	(0.015)	-0.28%
Information Assets	10.639	0.407	11.046	10.786	(0.260)	-2.35%
Law and Governance	0.970	(0.048)	0.922	0.627	(0.295)	-32.00%
Physical Assets	11.681	0.390	12.071	11.136	(0.935)	-7.75%
Service Improvement	3.094	0.141	3.235	3.168	(0.067)	-2.07%
Resources Group	44.372	1.026	45.398	43.628	(1.770)	-3.90%
Fire and Rescue	19.826	0	19.826	19.437	(0.389)	-1.96%
Other Services – spending	43.176	(3.004)	40.172	37.740	(2.432)	-6.05%
Controllable Total	461.088	(3.491)	457.597	447.144	(10.453)	-2.28%
Government funding and schools	(241.113)	0	(241.113)	(239.782)	1.331	-0.55%
Total	219.975	(3.491)	216.484	207.362	(9.122)	-4.21%

3.5 In respect of the Business Units that have overspent, Members are already aware of the work being undertaken to review the short, medium and longer term financial position of the Education and Learning Business Unit in light of the need to bring spending on special educational needs provision under control, to deliver the school transport savings and ensure sufficiency of places in response to the housing growth across the county. As well as the reports elsewhere on today's agenda, further reports will be brought forward in the next few months.

3.6 The Safeguarding Business Unit overspent in each year of the last Medium Term Financial Plan and this has continued into the first year of the One Organisation Plan. As resources continue to get tighter the capacity to manage this will continue to reduce. As a result there is a need to understand the drivers of spend in the service and to provide assurance that it is on a

sustainable footing. It is proposed that a similar holistic approach to that being adopted for Education and Learning is undertaken and that this is reported completed as part of the 2016/17 refresh.

3.7 Underspend compared to Quarter 3 Forecast

At Quarter 3 the forecast underspend against the controllable budget was £7.348 million. It has therefore increased by £1.774 million over the last quarter. A comparison of the Quarter 3 forecast and outturn position for each Business Unit is shown in Table 2.

App	Group/Business Unit	Quarter 3 Position £m	Outturn Position £m	Variation £m
	People Group			
E	Early Help and Targeted Support	(0.134)	(0.818)	(0.684)
C	Professional Practice and Governance	(0.708)	(1.202)	(0.494)
A	Safeguarding	0.153	0.864	0.711
B	Social Care and Support	(1.262)	(2.341)	(1.079)
D	Strategic Commissioning	(0.190)	(0.786)	(0.596)
	Communities Group			
N	Economic Growth	(0.953)	(0.863)	0.090
F	Education and Learning	2.402	2.074	(0.328)
O	Localities & Community Safety	(1.447)	(0.272)	1.175
P	Public Health	0.395	(0.219)	(0.614)
Q	Transport and Highways	(1.577)	(2.299)	(0.722)
	Resources Group			
G	Customer Service	(0.109)	(0.166)	(0.057)
H	Finance	(0.123)	(0.032)	0.091
I	Human Resources and Organisational Development	(0.085)	(0.015)	0.070
J	Information Assets	(0.330)	(0.260)	0.070
K	Law and Governance	(0.218)	(0.295)	(0.077)
L	Physical Assets	0.067	(0.935)	(1.002)
M	Service Improvement and Change Management	0.127	(0.067)	(0.194)
R	Fire and Rescue	(0.135)	(0.389)	(0.254)
S	Other Services	(3.221)	(1.101)	2.120
	Total	(7.348)	(9.122)	(1.774)

3.8 Members will note that the increase in underspend from Quarter 3 to Outturn shows a significant progress in financial management from previous years, and is a positive reflection of the increased focus placed on the accuracy of financial forecasting over the last year.

4 Delivery of the 2014-18 Savings Plan

- 4.1 All Business Units have met their first year savings target included in the 2014-18 One Organisation Plan. This is a positive start and puts us in a healthy position as we move towards the delivery of the potentially more challenging savings targets ahead.
- 4.2 Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained.

5 Reserves

- 5.1 We hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need. As we move through the four years of the One Organisation Plan there will inevitably be ups and downs in the level of reserves as progress on the actual delivery of the Plan will not fully align to the timeframes originally envisaged.

5.2 Level of Reserves as at 31 March 2014

Section 3 outlined the spending compared to the budget for each Business Unit. Any under or over spend at the end of the year falls into either corporate or Business Unit reserves. At the start of 2014/15 the authority held reserves of £117.804 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £129.157 million. Table 3 shows the level of reserves held by the authority as at 31 March 2015 and how this has changed from the start of the 2014/15 financial year.

5.3 Review of the level of reserves as a result of outturn

Reserves are held at both Business Unit and Group level, reflecting where the risk is best managed. The level of reserves is consistent with Business Units plans for managing the financial risks and demands facing services over the next three years. Details of why the reserves are being held and they are appropriate are outlined in Appendix C. As part of reviewing the level of reserves held, all Groups have taken the opportunity to redistribute their reserves to support service needs and financial risk. This has been a robust process with Transport and Highways identifying £0.726 million, in respect of the cost of concessionary travel, which can be released to General Reserves.

5.4 Making good overdrawn reserves

As a result of the 2014/15 outturn two reserves are overdrawn, the Safeguarding Business Unit (by £0.922 million) and the Dedicated Schools Grant reserve for centrally managed services (by £0.558 million). In keeping with the Council's reserves policy, making good these reserves would form the first call on the 2015/16 budgets for the Safeguarding and Education and Learning Business Units. However, whilst the actions being taken to rectify the underlying position have been outlined above, Corporate Board believe it

would place too much pressure on the services to require them to also make good the 2014/15 outturn position and would risk undermining the delivery of the One Organisation Plan. Corporate Board are therefore recommending that General Reserves are used to make good the financial position of the centrally managed DSG and the Safeguarding Business Unit reserve. When taken alongside the contribution to General Reserves from Transport and Highways the net effect is a reduction in General Reserves of £0.754 million.

Table 3: Reserves as at 31 March 2015				
Reserve	Balance As at 31/03/2014 £m	Approved In year changes £m	Effect of Outturn £m	Balance As at 31/03/2015 £m
Corporate Reserves				
General Reserves	18.418	(1.570)	2.537	19.385
Medium Term Contingency	13.315	7.184	-	20.499
Service Realignment Fund	11.277	-	0.602	11.879
Capital Fund	0.868	-	0.172	1.040
Insurance	8.975	(0.713)	0.198	8.460
Centrally Managed DSG	1.195	-	(2.470)	(1.275)
Schools	17.717	(0.200)	(3.057)	14.460
Group Reserves				
Resources	1.972	0.498	-	2.470
Business Unit Reserves				
Early Help and Targeted Support	0.674	(0.369)	0.790	1.095
Professional Practice and Governance	-	1.574	1.202	2.776
Safeguarding	(0.945)	0.945	(0.922)	(0.922)
Social Care and Support	7.845	1.124	2.341	11.310
Strategic Commissioning	7.961	(3.938)	0.759	4.782
Economic Growth	4.659	(0.030)	0.863	5.492
Education and Learning	(0.108)	0.887	0.717	1.496
Localities and Community Safety	3.833	(0.350)	0.272	3.755
Public Health	2.245	(0.655)	0.219	1.809
Transport and Highways	4.466	(1.684)	2.299	5.081
Customer Service	0.659	0.099	0.166	0.924
Finance	0.364	(0.269)	0.032	0.127
Human Resources	1.453	(0.820)	0.015	0.648
Information Assets	1.560	(0.004)	0.260	1.816
Law & Governance	0.343	(0.295)	0.295	0.343
Physical Assets	1.993	(1.273)	0.935	1.655
Service Improvement and Change Management	0.373	(0.183)	0.067	0.257
Fire and Rescue	2.789	(0.560)	(0.615)	1.614
Other Services	3.903	2.833	1.445	8.181
Total Reserves	117.804	2.231	9.122	129.157

5.5 Use of Reserves to support 2015/16 activity

Business Units are requesting approval to use £3.133 million of reserves to support services in 2015/16. These carry forward requests are summarised in Table 4. The details behind these carry forward requests can be found in Appendix C. In addition Economic Growth and Transport and Highways are requesting approval to use a total of £1.183 million of their reserves to repay their self-financed borrowing. Using reserves in this way will reduce the total debt outstanding in the authority.

Table 4: List of Carry Forward Requests	
	£m
People Group	
Early Help and Targeted Support	0.200
Professional Practice and Governance	0.026
Communities Group	
Economic Growth	0.331
Localities and Community Safety	0.113
Public Health	0.121
Transport and Highways	1.395
Resources Group	
Customer Service	0.127
Law and Governance	0.060
Physical Assets	0.140
Service Improvement and Change Management	0.020
Fire and Rescue	0.600
Total Carry Forwards	3.133

- 5.6 Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2015/16 is estimated to be £124.841 million. Table 5 shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2015/16.
- 5.7 The use of £93.741 million of these reserves is restricted, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £31.100 million to support services, provide cover for financial risks facing the authority and support the service transformation needed to deliver the savings in the 2014-18 Plan. The remainder of this section includes more detail on the specific reserves held by the authority.

Table 5: Forecast Reserves as at 31 March 2016							
Reserve	Balance 31/03/15 after outturn £m	Change in reserves after outturn £m	Repay borrowing £m	Transfer to/from General Reserves £m	Carry forwards £m	Estimated final balance 31/03/16 £m	Reserves with restricted use £m
Corporate Reserves							
General Reserves	19.385	-	-	(0.754)	-	18.631	16.500
Medium Term Contingency	20.499	-	-	-	-	20.499	20.499
Service Realignment Fund	11.879	-	-	-	-	11.879	11.879
Capital Fund	1.040	-	-	-	-	1.040	1.040
Insurance	8.460	-	-	-	-	8.460	8.460
Centrally Managed DSG	(1.275)	0.717	-	0.558	-	-	-
Schools	14.460	-	-	-	-	14.460	14.460
Group Reserves							
Resources	2.470	1.413	-	-	-	3.883	-
Business Unit Reserves							
Early Help	1.095	-	-	-	(0.200)	0.895	-
Professional Practice	2.776	-	-	-	(0.026)	2.750	-
Safeguarding	(0.922)	-	-	0.922	-	-	-
Social Care and Support	11.310	-	-	-	-	11.310	-
Strategic Commissioning	4.782	-	-	-	-	4.782	-
Economic Growth	5.492	-	(0.119)	-	(0.331)	5.042	3.968
Education and Learning	1.496	(0.717)	-	-	-	0.779	0.779
Localities and Comm. Safety	3.755	-	-	-	(0.113)	3.642	3.400
Public Health	1.809	-	-	-	(0.121)	1.688	1.010
Transport and Highways	5.081	-	(1.064)	(0.726)	(1.395)	1.896	1.366
Customer Service	0.924	(0.055)	-	-	(0.127)	0.742	0.742
Finance	0.127	(0.032)	-	-	-	0.095	-
Human Resources	0.648	0.010	-	-	-	0.658	0.658
Information Assets	1.816	(0.260)	-	-	-	1.556	1.356
Law & Governance	0.343	(0.235)	-	-	(0.060)	0.048	0.048
Physical Assets	1.655	(0.794)	-	-	(0.140)	0.721	0.721
Service Improvement	0.257	(0.047)	-	-	(0.020)	0.190	-
Fire and Rescue	1.614	-	-	-	(0.600)	1.014	0.588
Other Services	8.181	-	-	-	-	8.181	6.267
Total Reserves	129.157	0	(1.183)	0	(3.133)	124.841	93.741

5.8 The Council relies on a number of corporate IT systems including Finance, HR Payroll, Performance Information, Customer Service and Telephony. There are no provisions for replacing these systems. In particular, the HR /Payroll System is old and needs replacing. Subject to Cabinet's approval, it is proposed that a systems replacement reserve of £1.413 million is created so that this and some smaller changes to systems can be done over the next 2 years. This is the same way as the Council has funded the replacement Social Care IT system and avoids placing further demands on the capital programme.

5.9 General Reserves

At the end of 2015/16 General Reserves are expected to be £18.631 million. This is £2.131 million above the £16.500 million minimum specified by the Head of Finance in his risk assessment when the budget was set in February. Corporate Board recommend that none of this reserve is used in the short term given the considerable uncertainty around central government funding.

For example, there is uncertainty over whether the implications of the Care Act on adult social care services will be fully funded and access to the Better Care Fund is dependent on the agreement of the Clinical Commissioning Groups and pooled budgets. And, at the time of writing, the impact of the Emergency Budget and the possibility of in-year grant cuts is unknown. It is recommended that any General Reserves above the minimum are held pending receipt of the monitoring reports on the delivery of the 2014-18 One Organisation Plan, with any use only to be considered as part of setting the 2016/17 budget.

6 Capital Programme

- 6.1 The capital payments in 2014/15 were £76.115 million, with a further £192.537 million of payments expected over the medium term. In addition, there is £17.173 million remaining unallocated in the Capital Growth Fund. A breakdown by Business Unit of the spend for 2014/15 and slippage from 2014/15 into later years is shown in Table 6.

Table 6: Summary of the Capital Programme variations as at 31 March 2015					
Group/Business Unit	2014/15 Planned Capital Payments £million	2014/15 Outturn Capital Payments £million	2014/15 New Approved Schemes £million	2014/15 Slippage into later years £million	Variation to total capital programme £million
People Group					
Safeguarding	0.028	0.024	0.010	(0.014)	0.010
Social Care & Support	(0.002)	-	-	0.002	0.002
Professional Practice & Governance	0.559	0.336	-	(0.223)	-
Strategic Commissioning	0.231	0.259	0.059	(0.031)	0.058
Early Help & Targeted Support	-	0.052	0.052	-	0.052
Communities Group					
Education & Learning	21.937	17.999	1.129	(5.067)	2.999
Economic Growth	0.746	0.307	0.040	(0.479)	0.140
Localities & Community Safety	0.375	0.592	0.123	0.094	0.216
Transport & Highways	35.253	32.742	1.082	(3.593)	4.779
Resources Group					
Customer Service	0.317	0.196	0.012	(0.133)	0.012
Finance	0.200	0.200	-	-	-
Information Assets	4.403	5.076	0.190	0.483	0.262
Physical Assets	18.345	17.313	0.125	(1.157)	3.125
Fire & Rescue					
Fire & Rescue	1.191	1.018	0.044	(0.217)	0.186
Total	83.583	76.115	2.866	(10.335)	11.841

- 6.2 £10.335 million of the spend planned for 2014/15 has now slipped into future years. This brings the total slippage over the year to £37.308 million. This equates to total slippage across the year of 33%. The main reason for slippage of this level is over optimistic phasing when schemes are initially added to the capital programme. This will be actively managed going forward

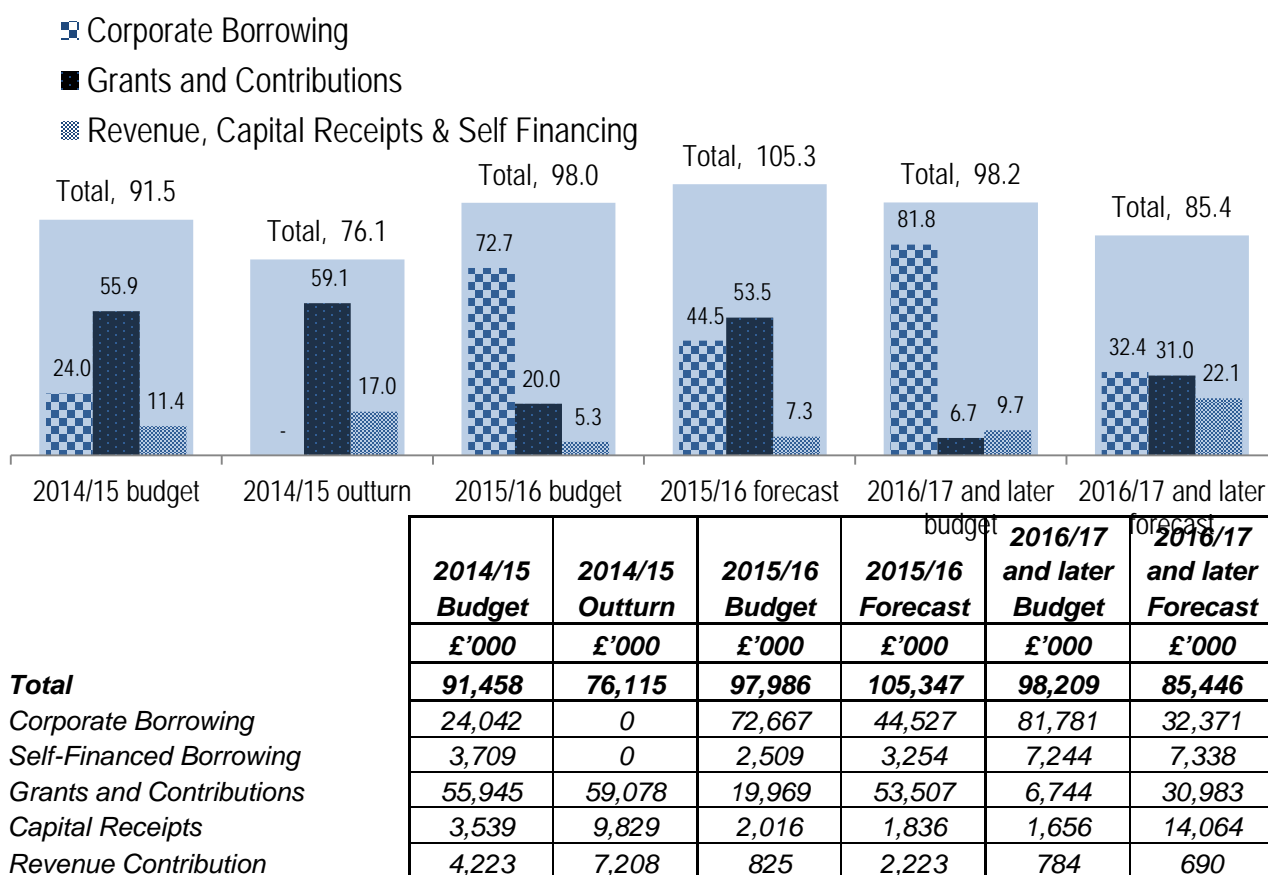
and should ensure there is reduced slippage in future years. Overall the total spend across the programme remains on target.

6.3 The main reasons for the £10.335 million slippage compared to the approved budget are:

- Economic Growth – The slippage of £0.479 million is due to awaiting approval for the reallocation of funding for the delivery of the waste management strategy to deliver another compactor for Prince's Drive as part of the emergency planning strategy.
- Education and Learning – The slippage of £5.067 million is due to the redistribution of grant income to alternative projects, with several schemes now no longer progressing, as previously reported to Cabinet. The main projects impacted are Paddox school, Welcombe Hills school, Coten End primary, Bishopton and Long Lawford extensions and the new AED school. Further details are in the background information.
- Physical Assets – There has been slippage of £1.157 million from 2014/15 into future years across a number of individual schemes. The detail of these is included in the background information.
- Transport – There has been slippage of £3.593 million from 2014/15 into future years. The two individual schemes with slippage above £250,000 are the M40 Junction 12 project where there have been construction delays due to ecological considerations and the completion of the Rugby Gyratory improvements. The remainder of the slippage is across numerous schemes, the detail of these is included in the background information.

6.4 As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below shows how the capital expenditure is to be financed.

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



- 6.5 The most significant change in the capital programme since the Quarter 3 progress report is the slippage, of £10,325 million, into later years. This combined with an increase in the actual level of capital grants, receipts and revenue contribution to capital has meant that we have not had to incur any borrowing to finance the 2014/15 capital spend. This is only a short-term reduction in the planned level of borrowing, as it will be required to fund the spending when it occurs in later years. This also means that the reduction in capital financing costs for financing the lower level of spending will also only be temporary.

7 Background Papers

None

7.1 Supporting Papers

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

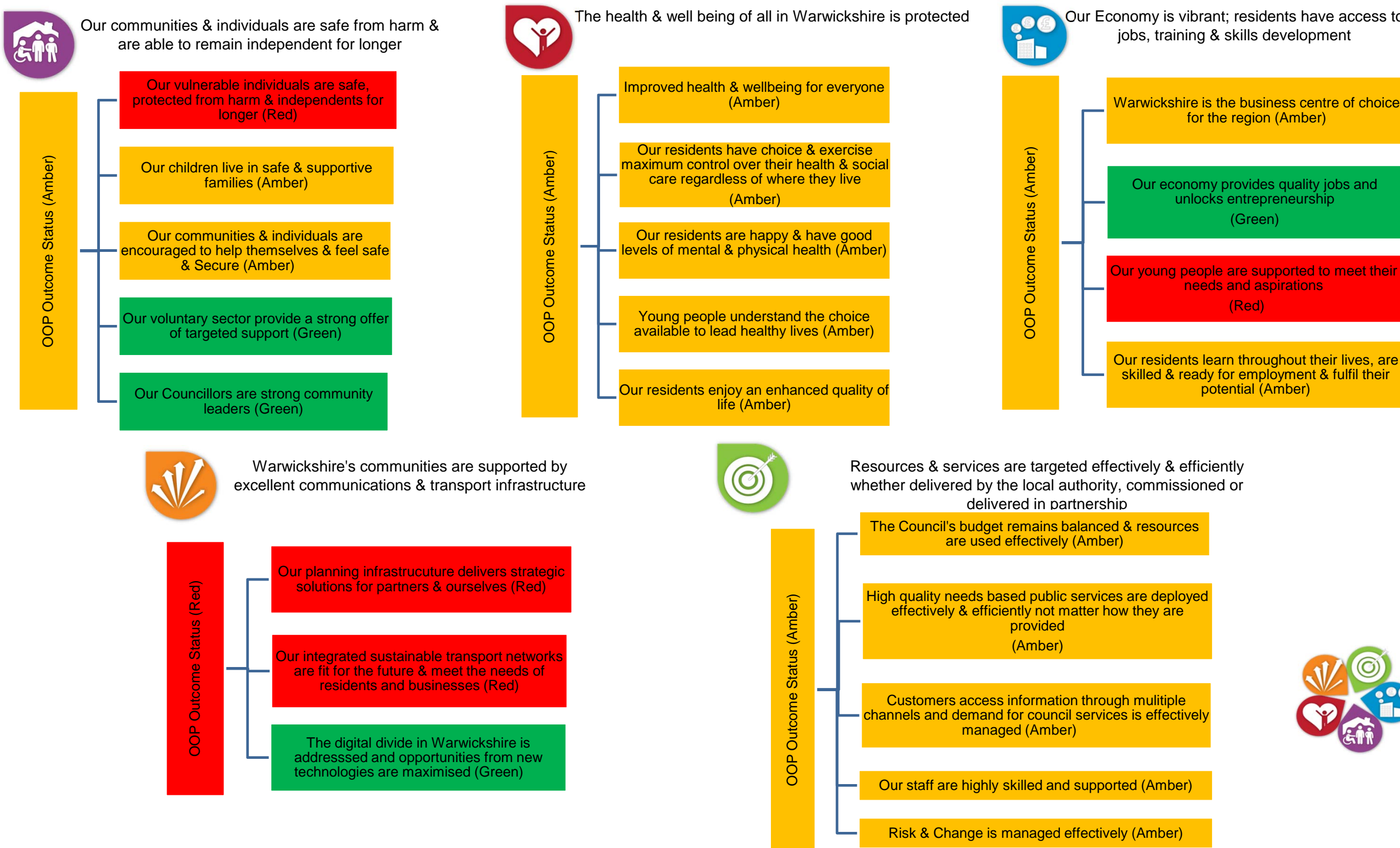
	Name	Contact Information
Report Authors	Elizabeth Abbott Virginia Rennie, Neill Butler, Sandra Beard, Garry Rollason	Ext 47 6885, elizabethabbott@warwickshire.gov.uk Ext 41 2239 Virginiarennie@warwickshire.gov.uk Ext 41 2860, neillbutler@warwickshire.gov.uk Ext 41 2092, sandrabeardss@warwickshire.gov.uk Ext 41 2679, garryrollason@warwickshire.gov.uk
Head of Service	John Betts Sarah Duxbury Tricia Morrison, Sue Evans,	Ext 41 2441, johnbetts@warwickshrie.gov.uk , Ext 41 2090, sarahduxbury@warwickshire.gov.uk Ext 47 6994, triciamorrison@warwickshire.gov.uk Ext 41 2314, sueevans@warwickshire.gov.uk
Strategic Director	David Carter	Ext 41 2564 davidcarter@warwickshrie.gov.uk
Portfolio Holder	Cllr Alan Cockburn, Cllr Kam Kaur	

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

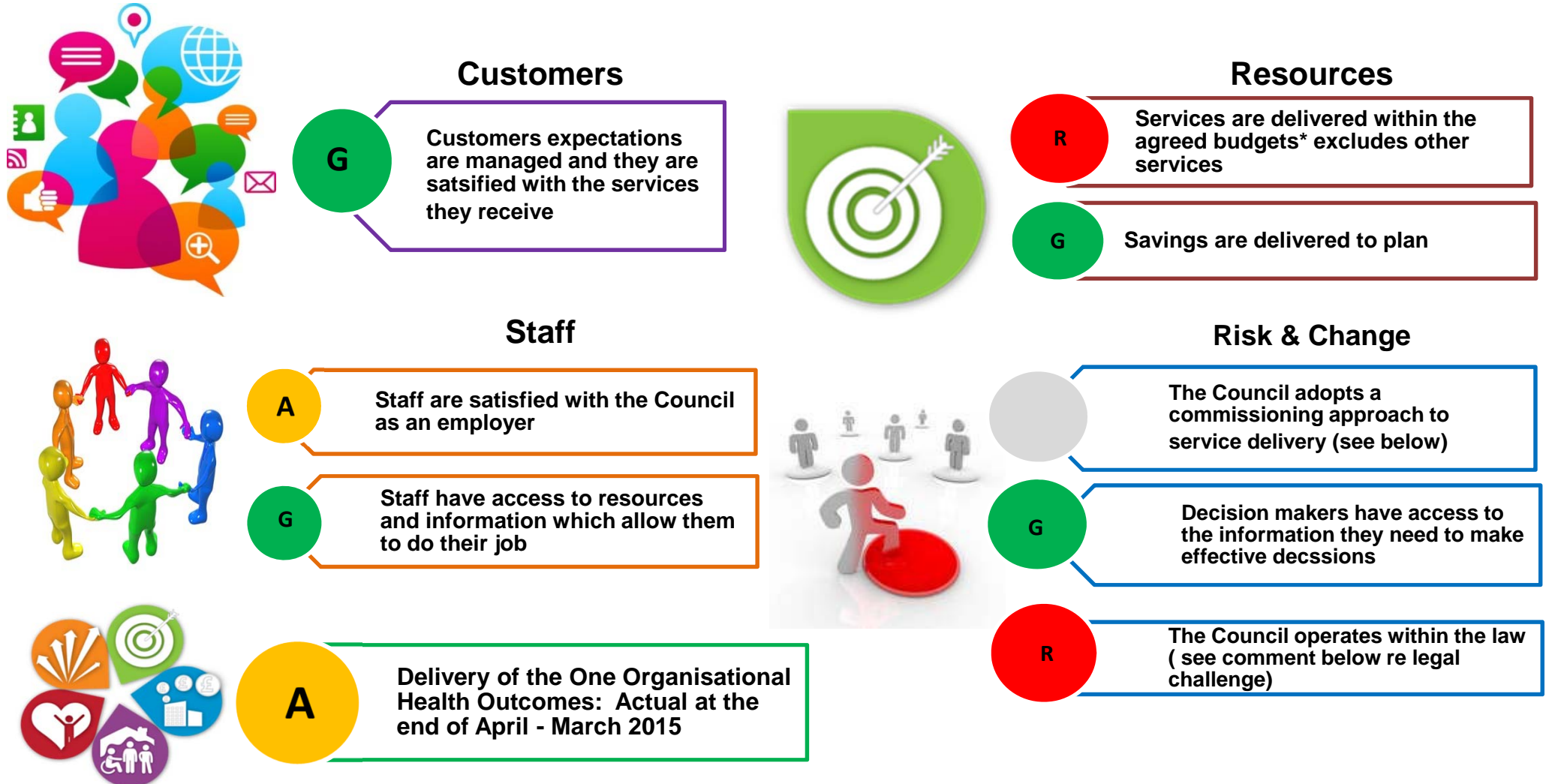
April– March 2015

Overall, at the end of the first year of the One Organisational Plan, we are reporting that we are outside the tolerance (Red) to deliver on all of the high level Outcomes as set out in the One Organisational Plan

However, individually, there are a number of key areas where we are on or above target to deliver on our OOP Outcomes with 4 already being achieved (Green) and a further 14 within tolerance (Amber) to be achieved at the end of 2018.



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



As at 31st March, we are reporting a red status for two outcomes. The first is “Services are delivered within the agreed budgets” which is informed by WCC’s Revenue Budget performance and is set out in more detail within this report. The second outcome is “The Council operates within the law” which is informed by the number of adverse decisions from Legal Challenge. During 2014/15, the Council has received a total of 15 legal challenges from the Local Government Ombudsman, 7 of which are Blue Badge applications

We are currently unable to provide a year-end actual result for the Organisational Health Outcome “The Council adopts a commissioning approach to service delivery. This is a brand new measure for WCC and during 2014/15 work has been undertaken to further refine this measure to ensure that for 2015/16, we can begin to capture and report the information

One Organisational Plan: Use of Financial Resources: Outturn 2014 /15
Revenue Position by Business Unit

Service	2014/15 Budget £'000	2014/15 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Early Help & Targeted Support	18,826	18,008	(818) 4.35% Underspent	(305)	(1,123)
Professional Practice & Governance	4,805	3,603	(1,202) 25.02% Underspent	(1,574)	(2,776)
Safeguarding	37,770	38,634	864 2.29% Overspent	0	864
Social Care & Support	108,939	106,598	(2,341) 2.15% Underspent	(8,969)	(11,310)
Strategic Commissioning	17,244	16,458	(786) 4.56% Underspent	(4,023)	(4,809)
Total People Group	187,584	183,301	(4,283) 2.28% Underspent	(14,871)	(19,154)
Economic Growth	22,186	21,323	(863) 3.89% Underspent	(4,629)	(5,492)
Education & Learning	84,296	86,370	2,074 2.46% Overspent	(779)	1,295
Localities & Communities	7,677	7,405	(272) 3.54% Underspent	(3,483)	(3,755)
Public Health	22,388	22,169	(219) 0.98% Underspent	(1,590)	(1,809)
Transport	28,070	25,771	(2,299) 8.19% Underspent	(2,782)	(5,081)
Total Communities Group	164,617	163,038	(1,579) 0.96% Underspent	(13,263)	(14,842)

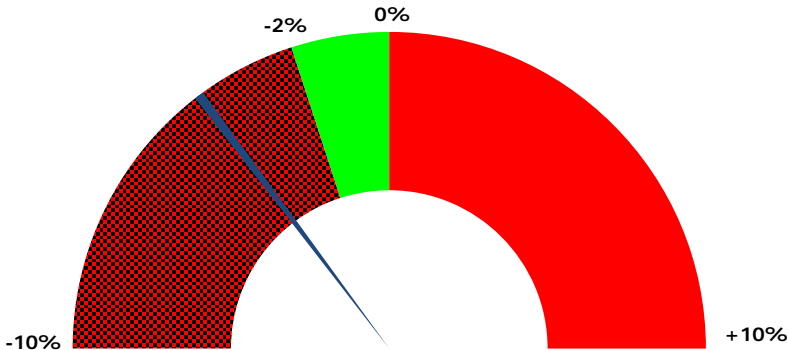
Service	2014/15 Budget £'000	2014/15 Outturn £'000	Revenue Variance £'000 %	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,488	8,322	(166) 1.96% Underspent	(758)	(924)
Finance	4,214	4,182	(32) 0.76% Underspent	(95)	(127)
Human Resources & Organisational Development	5,422	5,407	(15) 0.28% Underspent	(633)	(648)
Information Assets	11,046	10,786	(260) 2.35% Underspent	(1,556)	(1,816)
Law & Governance	922	627	(295) 32.00% Underspent	(48)	(343)
Physical Assets	12,071	11,136	(935) 7.75% Underspent	(720)	(1,655)
Service Improvement and Change	3,235	3,168	(67) 2.07% Underspent	(190)	(257)
Total Resources Group	45,398	43,628	(1,770) 3.90% Underspent	(6,470)*	(8,240)
Fire & Rescue	19,826	19,437	(389) 1.96% Underspent	(2,229)	(2,618)
Other Services	(200,941)	(202,042)	(1,101) 0.55% Underspent	(83,202)	(84,303)
Total Whole Authority	216,484	207,362	(9,122) 4.21% Underspent	(120,035)	(129,157)

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

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

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

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Outturn 2014/15
Savings Plan Position by Business Unit

Service	2014/15 Target	2014/15 Outturn	Comments	Implementation Status	Service	2014/15 Target	2014/15 Outturn	Comments	Implementation Status
Early Help & Targeted Support	1,017	1,090		A	Customer Service	420	420		G
Professional Practice and Governance	1,090	1,095		A	Finance	251	251		G
Safeguarding	896	1,888		A	Human Resources & Organisational Development	296	296		G
Social Care & Support	9,048	11,866		A	Information Assets	559	559		G
Strategic Commissioning	156	187		A	Law & Governance	19	19		G
Total People Group	12,207	16,126		A	Physical Assets	406	406		G
Economic Growth	725	725		G	Service Improvement & Change Management	247	247		G
Education & Learning	1,281	1,281		G	Total Resources Group	2,198	2,198		G
Localities & Communities	240	240		G	Fire & Rescue	505	505		G
Public Health	0	0			Other Services	1,050	1,050		
Transport	1,174	1,174		G	Total Whole Authority	19,380	23,299		A
Total Communities Group	3,420	3,420		G					

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

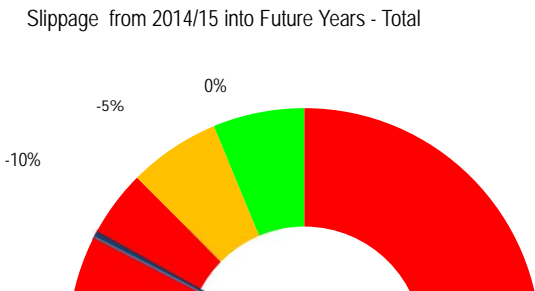
One Organisational Plan: Use of Financial Resources: Quarter 4 January - March 2015
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Customer Service	3,838	12	3,850	(133)	Projects delayed as permission needed to be obtained from partners and sourcing a suitable supplier who could provide the secure bespoke hubs. In addition the increase in the overall projects relates to a revenue contribution
Early Help & Targeted Support	0	52	52	0	New Revenue funded Capital Projects as per approval Portfolio Holder and Head of Finance
Economic Growth	1,609	140	1,748	(479)	Various issues on individual schemes as reported in the Cabinet appendices.
Finance	200	0	200	0	
Fire & Rescue	13,271	187	13,457	(217)	Work was paused whilst the Future Estate programme was developed. This was approved by Council on 05/02/15
Information Assets	21,957	261	22,218	483	Broadband project has reached milestones earlier than expected.
Education & Learning	40,340	2,999	43,339	(5,067)	Slippage over a number of projects. In particular a delay in works at Paddox Primary of £738k which is due to planning issues. Also Welcombe Hills £345k, Long Lawford £263k and Schools Disability Access £273k because there have been fewer disability adaptations necessary. Please see Education and Learning appendix for more information.

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	1,039	217	1,256	94	Additional unexpected expenditure incurred funded from revenue
Physical Assets	50,966	3,125	54,091	(1,157)	Miscellaneous delays on many projects due to the unpredictable nature of building works.For detail please see Physical Assets appendices.
Safeguarding	253	10	263	(14)	The expected applications for adaptations where not submitted to Project Board. Furthermore, current Fostercare capacity has reduced over the past 12 months
Social Care & Support	1,174	0	1,176	2	Slippage on an expected credit, which is no longer forecast, is significant but not material at £2,000.
Strategic Commissioning	1,462	59	1,521	(31)	Delay on a building adaptations project which is due to be completed in May / June 2015.
Transport	119,342	4,779	124,120	(3,593)	Delays on various projects across the programme. The M40 Junction 12 works accounts for £509k of slippage which was due to ecological considerations. The other two main projects where there is slippage are area delegated (£283k) and Rugby Gyratory (£269k). Please see Transport appendix for further details
Professional Practice & Governance	1,360	0	1,360	(223)	Programme is a single project (11310000 Client Information Systems Review) which has transferred into PPG from Social Care. There were procurement delays and phasing of work has been altered based upon project plans with the supplier.

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

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

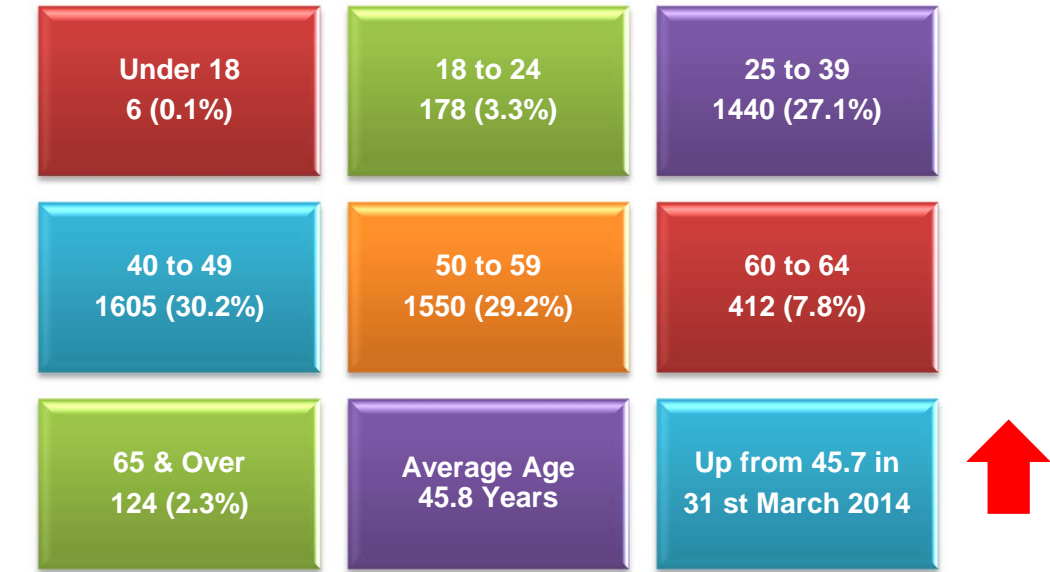
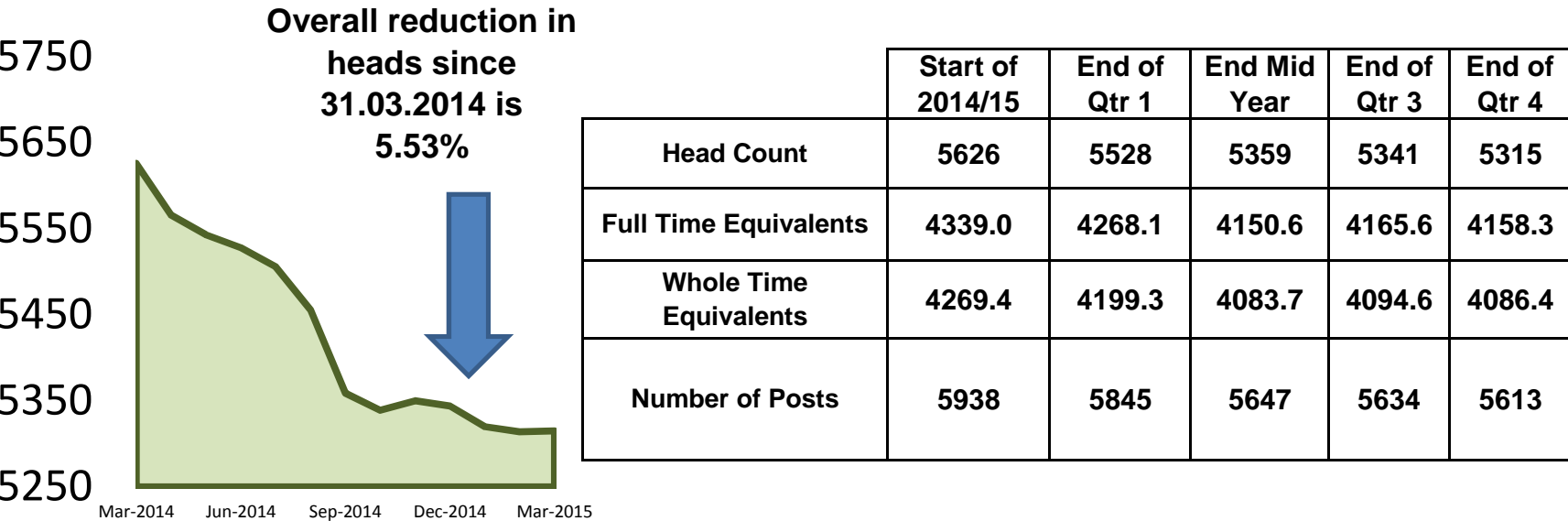


One Organisational Plan Year End April - March 2015 Progress Report: Headline HR Information

April 2014 to March 2015

Number of employees

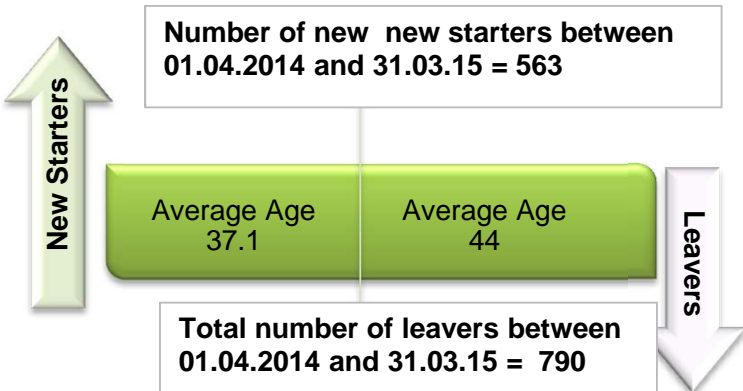
Age profile of our workforce as at 31.03.2015



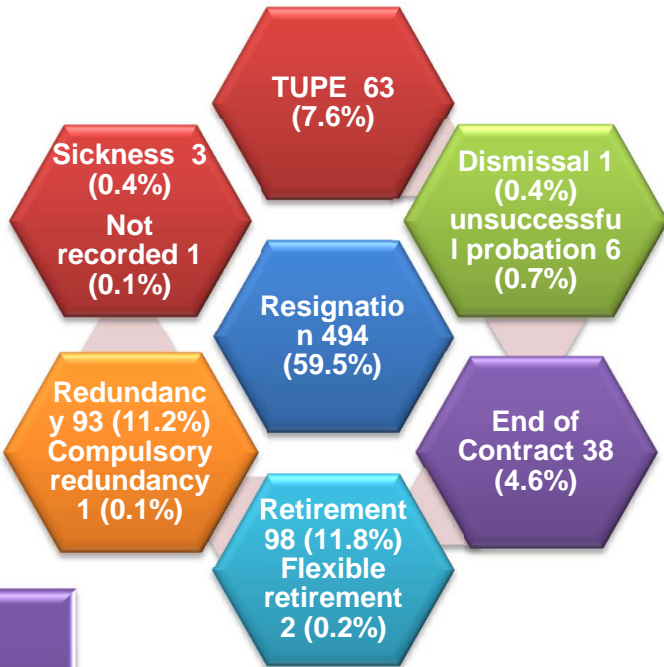
Turnover of workforce 1st April 2014 - 31st March 2015.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	563	790	14.9	14.86%
Full Time Equivalents	384.3	565	13.6	
Posts	575.0	830	14.8	

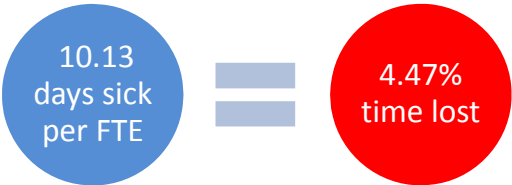
Average age of new starters and leavers



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

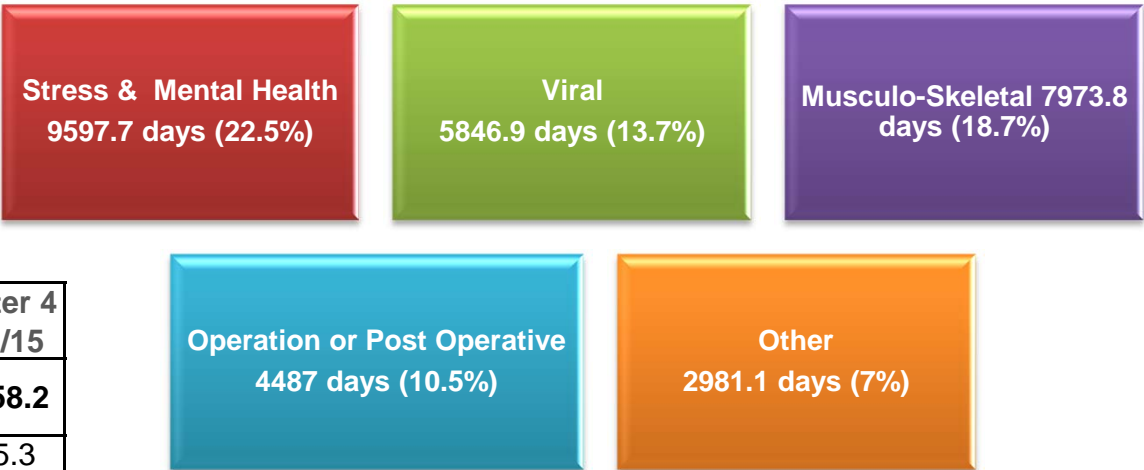


Sickness Headline StatisticsFinancial Year 2014/15

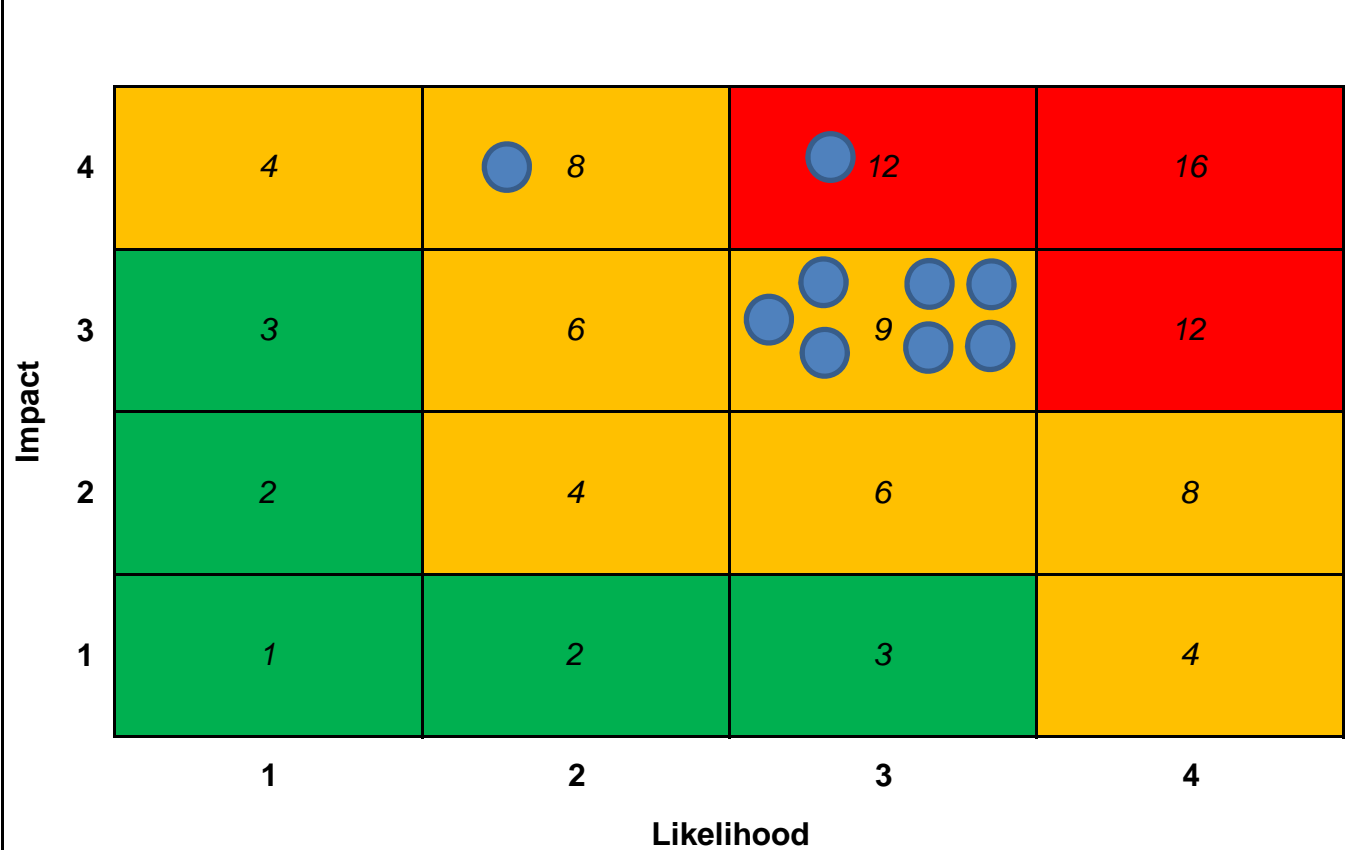


Sickness Absence Days	Quarter 1 2014/15	Mid Year 2014/15	Quarter 3 2014/15	Quarter 4 2014/15
Days lost through sickness	9,316.7	10,532.1	11,112.4	11,158.2
of which short-term	3828.2 (41%)	3453.4 (33%)	5284.3 (48%)	5145.3 (46.1%)
of which long-term	5488.5 (59%)	7078.6 (67%)	5828.1 (52%)	6013 (53.9%)

Top 5 reasons for absence (days lost)



WCC Strategic Risks - Performance Update April - March 2014 - 15



Net Amber Risks

R001 Government policies, new legislation and sustained austerity measures present immediate challenges and further significant imposed savings over the medium term

R002 Continuing pressure on Adult Social Services Resources

R004 Loss or corruption of personal or protected data held by the Council

R005 C&W LEP & City Deal arrangements fail to achieve optimum funding levels and economic benefits

R006 Future delivery of Warwickshire Fire & Rescue Service

R007 Development of Business Continuity Plans and procedures

R008 Inability to meet statutory requirements to drive improvement across all schools in the County

R009 Inability to manage or influence the impact of HS2 on Warwickshire

Net Red Risk

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

Definitions taken from WCC Risk Management Strategy:

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

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

Gross Risk Net Risk Level

16 (R) 8 (A)

16 (R) 9 (A)

12 (R) 9 (A)

12 (R) 9 (A)

12 (R) 9 (A)

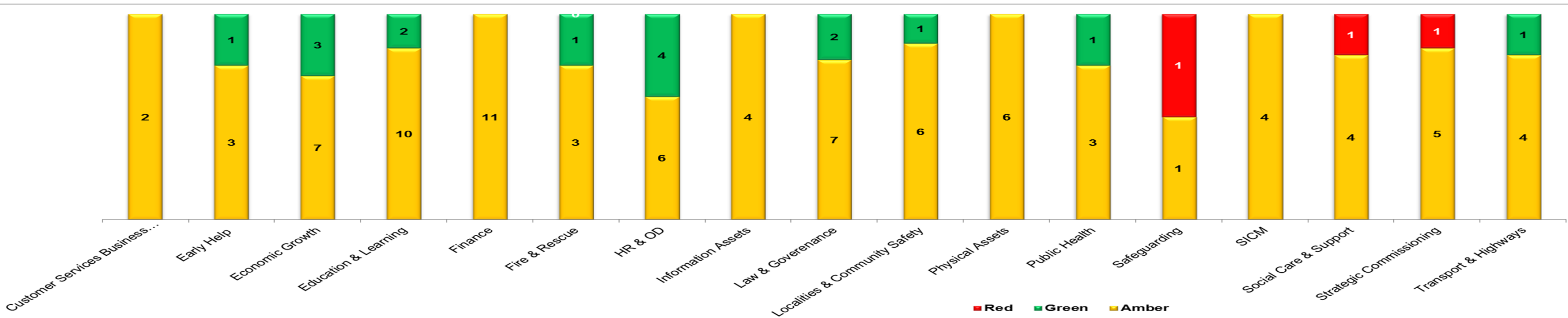
12 (R) 9 (A)

9 (A) 9 (A)

16 (R) 9 (A)

16 (R) 12 (R)

Business Unit Net Risks: Performance Update April - March 2014 - 15



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

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

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

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

This has now been degraded to an overall net risk of Amber. Over the period approaching Christmas the FBU have been targeting a legal approach to the Firefighters' Pension dispute and the assessment from WFRS is the likelihood of a strike has reduced - although the circumstances will be closely monitored while the threat remains live.

Care Act implementation delays mean council fails to meet its statutory duties to deliver social care and support services: Risk Owner: Jenny Wood (Head of Social Care & Support). This has seen the establishment of Oversight Group to oversee implementation across all relevant council services and the establishment of Assessment, Support Planning and Review Project.

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

Head of Service commentary on the variance outside tolerance

Overspent

Safeguarding £864,000 2.3%

The overspend in 2014/15 has been a result of year end residential placements in North, an over prediction of recovery of shared costs from Health and Education and an increase in fostering costs and some un-forecast costs in Special Guardianship Orders and Adoption Allowances. In overall terms despite the slight decrease in overall Looked After Children numbers, the costs of placements have been increasing which has outweighed the savings generated. The costs of placements are rising significantly and despite commissioning support, this is likely to continue into future years.

Education and Learning £2,074,000 2.5%

The overspend in Education and Learning is driven entirely by overspend on the Dedicated Schools Grant (DSG). The DSG within the Vulnerable Learners service continues to see increased pressure on the demand led budgets for support for pupils with special educational needs and disabilities (SEND). The biggest area of overspend is on the out of authority placements at £4.627 million. However the top up funding for both mainstream and SEN schools has also overspent by £1.141 million. This overspend has been reported to Schools Forum and the steps required to control this are documented in the draft Vulnerable Learners Strategy. The development of more local provision is a key element of the strategy.

Underspent

Early Help and Targeted Support (£818,000) (4.3%)

The reason for the above 2% rule is that we have received, in year, monies that are being held for the next three years for the Young Carers (£50,000 for 2015/16 and a further £100,000 for 2016-18. We also had to anticipate that the Integrated Disability Service overspend might well have been higher due to the unknown factors with regards to the residential costs. We now have a better understanding and can begin to align the budgets better than before. The underspend in Reablement is a mixture of the additional winter pressures monies coming in combined with fewer people being able to be referred to Reablement due to their conditions.

Professional Practice and Governance (£1,202,000) (25.0%)

The variance on the People Group Learning & Development Plan is due to the delay in delivering the learning and development from the plan and mainly because of the implementation of the new Contracting Framework with Premier Partnerships. This coupled with additional staff release pressures and major projects such as The Care Act Implementation. The plans for 2015/16 reflect a more realistic financial requirement due to Learning & Development having a greater understanding of business needs and the use of comprehensive data to

accurately plan.

Social Care and Support (2,341,000) (2.1%)

The underspend position is due to four main reasons that were not apparent at the start of 2014/15.

1. The income from health was higher than initially expected; including £2.4 million of one-off funds which were difficult to spend without accruing long-term overspend commitments.
2. Some of the One Organisational Plan projects have delivered savings earlier than anticipated.
3. The national Care Act regulations and guidance were delayed by many months (not released until Oct/Nov), so preparation and implementation costs in 2014/15 were lower and will be 'shunted forward' to future years.
4. The overspend position of approximately £2.4 million per annum at its worst, for Learning Disability Services, has been subject to in-year improvement plans that were significantly more successful than initially anticipated and this speedy recovery, whilst a success story, contributed to the underspend.

Strategic Commissioning (£786,000) (4.6%)

Early achievement of savings to enable full impact in 2015/16. Late arrival of central Government funding for Local Authority pressures during winter. Vacancies held again in order to achieve full staff savings for 2015/16.

Economic Growth (£863,000) (3.9%)

The 1.9% variance above the 2% tolerance level represents a £421k underspend against the agreed budget for the Business Unit. The main reasons for this are as follows:

1. In Waste Management we received a £322,000 payment from the Local Authority Waste Disposal Company. This was as part of the deal, brokered in 2013/14, that now sees WCC as a shareholder in this Energy from Waste plant in Coventry that in turn reduces our waste disposal costs. Also in waste a high diversion of waste from the Grey to the Green bin has reduced our disposal costs significantly; again this is good news for future years if this trend continues.
2. Within Regeneration, a £121,000 underspend is due to savings made early as a result of not replacing posts that we knew would be "at risk" in future years of the savings plan and £141,000 as a result of higher than expected occupancy rates in our portfolio of Business Centres and a rise in the associated income.
3. Our Planning team accounts for a further £99,000 underspend primarily due to high staff turnover. Staff are being attracted away into the private sector and to other local authorities at a time when these skills are at a premium.

Localities & Communities (£272,000) (3.5%)

There is a mixture of underspends and overspends across the Business Unit and it is the collective outcome of these that equates to a final underspend outside the agreed tolerance levels. Taken at an individual level, without aggregation, these tolerances are relatively minor and reflect the prudent approach to optimising savings in advance of challenging savings targets in future years. In addition

and as reported earlier throughout the year the Priority Families Programme has exceed expected performance targets which have generated payment by results income above the expected position. The Youth Justice underspend reflects the need to retain some flexibility in resource to accommodate the instructions of the Court (over which we have no influence) and which can be demand volatile.

Transport & Highways (€2,299,000) (8.4%)

At Quarter 3 the service identified a forecast underspend that, if it materialised, would be used to repay self-financed borrowing and reduce the pressure on the service's revenue budget in future years. At this stage it was still a forecast underspend and so no formal Member approval to repay the debt was sought. As the year end position is now known, approval to repay €1.064 million is being requested. As this approval is still pending it has increased the service underspend by 3.8%. An underspend on Concessionary Travel of €788,000 accounts for 2.8% of the total service underspend. This relates largely to lower than expected journey numbers. A significant proportion of the underspend (€468,000) was forecast at quarter 3. The Concessionary Travel budget is ring-fenced by policy and cannot be redeployed elsewhere in the service. Together, these variances account for 5.6% of the total 8.2% underspend. Early delivery of savings planned for 2015/16 accounts for the remaining underspend.

Information Assets (€260,000) (2.4%)

The Information Assets surplus is entirely due to a surplus created by successful trading with the schools in the ICT arena.

Law & Governance (€295,000) (32.0%)

The underspend this year has in part arisen as a result of reduced staffing costs across the Service. Some of the staffing cost reductions were as a result of posts being filled part year (Democratic Services and Governor Services) and in the case of Risk and Assurance, vacancies being held pending the new shared audit service with Worcestershire CC being established. The increase in traded income from external customers in Legal Services has also contributed to the increased underspend. Additionally, the underspend includes €48,000 government grant for the Warwickshire Counter Fraud Partnership. This will be spent in 2015/16.

Physical Assets (€935,000) (7.7%)

The underspend in Physical Assets is explained by two main factors. Firstly, the reduction in buildings as a consequence of the property rationalisation programme is resulting in a reduction and rationalisation of the Facilities Management service and the budgets used to pay running costs. Secondly, trading surplus targets have been exceeded, mainly due to the success of the universal infant free school meal programme which has exceeded all expectations.

Service Improvement and Change (£67,000) (2.1%)**Management**

Delays to the recruitment of fixed term contract posts in support of Resources Group One Organisational Plan transformation activities has resulted in a larger than expected actual to budget variance.

Other Services (£2,432,000) (6.1%)

The underspend on those elements of Other Services deemed to be controllable is due to:

1. A short term reduction in the cost of servicing a smaller capital programme as a result of slippage in 2013/14 and 2014/15.
2. Higher than anticipated investment returns due to the benefits of using the wider range of investment vehicles approved in the Treasury Management Strategy.
3. Fewer redundancies in 2014/15 than expected when the One Organisation Plan was agreed. It is expected these redundancies will instead occur over the remaining years of the Plan.

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Early Help and Targeted Support										
Business Unit Savings	Service savings	895		895			(150)	This carry forward is requested to cover winter pressures for the Reablement Service. There will be the need to recruit / commission additional hours in advance in order to cope with anticipated winter pressures for the service.	745	The remaining reserves are held in order to cover/mitigate the following potential risks: a) A £395,000 rate of overspending on the Integrated Disability Service residential placement budget, until a long-term spending or funding solution is identified. b) With the Children's Centre contract slipping into the first 5 months of the financial year there is the potential (based on possible future budget reductions) for slippage of up to £300,000 once the current contract is finished. c) A possible £50,000 cost of buildings work to make use of a WCC building suitable for the County Music
Young Carers Contract	Earmarked - external	200		200			(50)	These reserves contain a one off contribution from Adult Social Care and Support for a four year Young Carers contract. In order to meet the financial commitment of this contract £50,000 is requested as an immediate carry-forward in 2015/16.	150	The remaining reserves are held in order to cover the full term of the contract - £50,000 will be requested to be drawn down from reserves each year. Members are requested to categorise these as earmarked.
Early Help Sub-Total		1,095	0	1,095	0	0	(200)		895	
Professional Practice and Governance										
Carefirst Development - Care Act	Service savings	26		26			(26)	Development work for Carefirst/OLM to deliver Care Act requirements.	0	
Mosaic Implementation	Service savings	400		400					400	Planned expenditure on Systems Review - to replace the Carefirst System with Mosaic (funding from 203/14 year end underspend)
Mosaic Implementation - Contingency	Service savings	1,651		1,651					1,651	Contingency to support risks of strategic business changes delaying delivery of the System Review Project (funding from 2013/14 and 2014/15 underspends)
Savings Programme Risk Reserve	Service savings	435		435					435	General Professional Practice and Governance reserves to cover risks relating to delivery of savings programme and establishment of a new business unit.
Learning & Development Delivery	Service savings	264		264					264	Learning & Development reserve held to cover risks relating to savings programme delivery and impact of additional pressures relating to strategic changes.
Professional Practice - Sub-Total		2,776	0	2,776	0	0	(26)		2,750	
Safeguarding										
Business Unit Savings	Service savings	(922)		(922)		922			0	
Safeguarding Sub-Total		(922)	0	(922)	0	922	0		0	
Social Care and Support										
Care Act and Integration	Service savings	7,476		7,476					7,476	The Care Act will bring radical changes to funding and the way in which people contribute to the cost of their care. Any changes resulting are highly unlikely to be fully funded by central government. It is possible that structural integration options may be pursued in the next 3-5 years. These may carry significant one-off costs in scoping, developing and establishing new arrangements and the management of risks during this process as budgets are potentially pooled.
Costs Volatility	Service savings	2,543		2,543					2,543	This reserve addresses the future service risks recognising the scale, volatility and overall risk associated with adult social care services, including unpredictable elements (e.g. flu epidemic). Also the need to protect the wider council from the impact of these, because a small percentage change to adult social care expenditure is a large financial figure.
Systems Review	Service savings	1,000		1,000					1,000	This reserve is to specifically support the review of the care management information system
Uncommitted Reserve	Service savings	291		291					291	This reserves reflects balances held that are over and above the amounts required to cover specific initiatives and specific risks
Social Care Sub-Total		11,310	0	11,310	0	0	0		11,310	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Strategic Commissioning										
Redesign and transformation of market to achieve OOPs savings	Service savings	998		998					998	Required to mitigate risks associated with service redesign and transformation e.g.; legal challenge, delay in achieving defined savings targets within given year(s), risks linked to market changes for example; planning delays, market forces on costs and delays in exit strategies as services are redesigned and recommissioned.
Market failure support e.g.; providers in administration and associated costs with transfer of business and staffing.	Service savings	1,140		1,140					1,140	Mitigate risks of provider failure in light of duties in the Care Act: Indemnity for transfer of staff to a new provider in the case of a company going into administration (Southern Cross experience) that is not managed nationally and has to be coped with locally under new legislation. To cover costs associated with a provider going into administration to enable the service to continue uninterrupted e.g.; staff wages, overheads. And to mitigate the risk of judicial review in negotiating and securing a fair price for care from the market.
Impact of costs associated with outsourcing e.g.; costs of repairs to buildings, pension liabilities.	Service savings	1,220		1,220					1,220	To mitigate the risk of liability for a number of legacy and current issues with outsourcing services e.g.; significant and historical pension liabilities of small/medium community and voluntary sector organisations within the local authority pension fund, building costs associated to any buildings transferred that require ongoing maintenance, funding deficits linked to outsourcing services.
Potential impact on health integration e.g.; cost shunting, exit strategy costs.	Service savings	1,424		1,424					1,424	To mitigate the risk of health service changes that may shunt costs towards social care e.g.; reduction in admissions to acute care through BCF and the increased pressures on social care provision (market shape).
Strategic Comm. Sub-Total		4,782	0	4,782	0	0	0		4,782	
People Group Total		19,041	0	19,041	0	922	(226)		19,737	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Economic Growth										
Waste Management	Service savings	450		450			(150)	To fund Behaviour Change activity, an One Organisational Plan savings requirement from 2015-16 for 3 years.	300	To fund Behaviour Change activity, an One Organisational Plan savings requirement from 2015-16 for 3 years.
Business Centres including Building Maintenance Liabilities	Trading	515		515					515	To invest in this traded service to meet essential maintenance costs at the Business Centres, to ensure that the quality of the service offer is maintained.
Accommodation Reserve	Service savings	29		29					29	To meet costs of internal accommodation changes not funded by Physical Assets.
Development Group Realignment	Service savings	134		134					134	To manage the volatility of income streams in Development Group, e.g. planning application fees. The reserve also includes £84,000 of specific grant funding used to develop the infrastructure of the service.
Economic Growth Service Savings	Service savings	219		219	(119)		(100)	To fund regeneration priorities, including town centre initiatives and tourism.	0	
S38 Developer Funding	Earmarked - external	940		940					940	Substantial increase in S38 agreements has greatly increased revenue income. This is needed to cover works and employee costs that span several years. This reserve was established by Cabinet in the Quarter 1 Organisational Health report 2013/14.
European Match Funding Reserve	Service savings	332		332			(45)	Funding of an officer to work with partners to develop a pipeline of projects which could attract European Match funding. Includes residual balance of £200,000 allocation in the 2013/14 budget resolution, being used to fund an Inward Investment Officer.	287	A Match Funding reserve to attract future European Funding, established by Cabinet in the Quarter 3 Organisational Health Report 2013/14. Also includes future years funding for Inward Investment.
Flood Management Reserve	Service / Earmarked - external	630		630					630	£200,000 of this reserve was set up by Cabinet in the Quarter 2 Organisational Health Report 2013/14 to use as match funding contribution to future projects. It also includes £430,000 of external grant income received in 2014/15 but not planned to be used until 2015/16 and future years.
Ecology & Archaeological Information and Advice	Service savings	102		102			(36)	Funding for an Ecology Planner for one year to cope with high levels of demand.	66	Future funding to deal with expected demand increases for Ecology & Archaeological information and advice.
Infrastructure Group Reserve	Service savings	58		58					58	To maintain a funding stream for Infrastructure Group for future financial years.
Going for Growth Apprenticeship Hub	Earmarked - policy	103		103					103	To fund the Apprenticeship Hub in future financial years.
Skills Delivery for Economic Growth	Earmarked - policy	470		470					470	This is the balance of re-profiled skills delivery settlement included in the 2014/15 budget resolution.
Rural Growth Network	Earmarked - external	1,260		1,260					1,260	Balance of Rural Growth Network funding to be used to complete the Regional Growth Network project.
HS2 Phase 2	Earmarked - policy	250		250					250	Unused allocations for HS2 held in reserve to meet future costs of responding to HS2 project.
Economic Growth Sub-Total		5,492	0	5,492	(119)	0	(331)		5,042	
Education and Learning										
Business Unit Savings	Service savings	717	(717)	0					0	
Special Education Needs and Disabilities Grant	Earmarked - external	748		748					748	Special Education Needs and Disabilities (SEND) grant earmarked for transition spending up to end of March 2017. A plan has been approved by the SEND Board for the 3 years of transition and is regularly reviewed at SEND board meetings.
Early Years Pupil Premium Implementation	Earmarked - external	31		31					31	Pupil Premium Grant received in quarter 4 2014/15, to be used to meet spending needs on Pupil Premium Implementation
Education and Learning Sub-Total		1,496	(717)	779	0	0	0		779	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Localities and Community Safety										
DAAT Reserves	Earmarked - external	451		451				To be used to offset potential overspends during 2015/16	451	Partner resources for the DAAT which must be used for specified purposes.
Museum Development Fund	Earmarked - external	232		232					232	Donations to Heritage and Culture which must be used for specified purposes.
Museum Ethnographic Fund	Earmarked - external	18		18					18	
Records Purchase Fund	Earmarked - external	19		19					19	
Records Donations Fund	Earmarked - external	58		58					58	
Business Unit Savings	Service savings	355		355			(113)	£25,000 funding to complete Community Safety and Domestic Abuse projects that the service have been unable to complete during 2014/15 £20,000 to develop the Trading Standards Case Management System £6,000 carry-forward of the Hate Crime Grant in Rural Services. £62,000 unspent Councillor grants in the North Warwickshire Area	242	To meet any overspends compared to the 2015/16 budget allocation for Localities and Community Safety.
Family Intervention Project	Earmarked - policy	461		461					461	Funding required to meet future costs of the Family Intervention Project.
Trading Standards	Trading	52		52					52	To meet future variances in the performance of the Calibration service.
Proceeds of Crime	Earmarked - external	27		27					27	Proceeds of Crime Act income ring-fenced to fund further cases.
Community Safety Statutory Reviews	Earmarked - external	105		105					105	Ring-fenced sum to fund unavoidable costs of Community Safety statutory reviews on domestic homicide.
Secure Remand Reserve	Earmarked - external	405		405					405	Partner resources for Secure Remand which must be used for specified purposes.
Priority Families Reserve	Earmarked - policy	1,382		1,382					1,382	The balance of government funding for the Priority Families initiative to support the delivery of phase 2 of the programme.
Heritage and Culture Services - Our Warwickshire	Earmarked - external	190		190					190	The funds are held in reserve to complete the "Our Warwickshire" Heritage Lottery Fund projects.
Localities and CS Sub-Total		3,755	0	3,755	0	0	(113)		3,642	
Public Health										
Business Unit Savings	Earmarked - external	1,131		1,131			(121)	£100,000 - Act on Energy Grant payment to be delivered in 2015/16, funded from Winter Pressures grant from government. £18,000 - Qualitative research to assess the health impact of the welfare reforms on residents in Warwickshire. £3,315 - Literature searching / Academic Library Access Function	1,010	Balance of Public Health ring-fenced grant.
Family Nurse Partnership	Service savings	678		678					678	Funding set aside for investment in the Family Nurse Partnership, approved by Cabinet in Quarter 3 2014/15.
Public Health Sub-Total		1,809	0	1,809	0	0	(121)		1,688	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Transport and Highways										
Speed Awareness Workshops	Earmarked - external	1,044		1,044			(124)	To fund capital upgrades of red-light cameras.	920	Ring-fenced reserve consisting of WCC and Police funding, capped at an agreed level of £920,000 with Warwickshire Police.
Street Lighting Energy Reduction	Service savings	1,000		1,000			(1,000)	To fund implementation of energy efficient LED street lighting.	0	
Kenilworth Station	Service savings	421		421					421	To fund future revenue expenditure for Kenilworth Station including the train service subsidy.
County Fleet Maintenance Reserve	Trading	25		25					25	To fund future volatility in traded service performance.
Concessionary Travel Reserve	Earmarked - policy	938		938		(726)	(62)	Development and Implementation of new IT systems for Concessionary Travel.	150	£212k to be retained for new IT systems and development of an eligibility assessment scheme, of which £62k to be used in 2015/16
Design Services Reserve	Trading	271		271					271	To fund transformation of service to maintain traded income.
Traffic Model Revenue Fund	Service savings	109		109					109	Reserve for development of the traffic model, where income is earmarked for further development.
Business Unit Savings	Service savings	1,273		1,273	(1,064)		(209)	£90,000 - Purchase of Vehicle Activated Signs, order committed in 2014/15 but delivery and installation will be in 2015/16. £119,000 - Total Transport Pilot Fund grant received from DfT in 2014/15, ringfenced for a project in 2015/16 to integrate community & voluntary transport.	0	
Transport Sub-Total		5,081	0	5,081	(1,064)	(726)	(1,395)		1,896	
Total Communities Group		17,633	(717)	16,916	(1,183)	(726)	(1,960)		13,047	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
<u>Customer Service</u>										
Warwickshire Local Welfare Scheme	Earmarked - policy	742		742					742	The reserve will continue to support this area of need and offer reactive support during future years, once this grant ceases to be in existence.
Customer Journey	Service savings	0	100	100			(100)	The Supporting People and Customer Journey programmes require significant one-off investment to fundamentally redesign a number of services. The funding is required to fund external contractors including: • Business analyst support – to map the current 'as-is' process and develop the 'to-be' process. Development support – to build the new processes and specifically for their development in our Customer Relation Management	0	
Digital Printer	Service savings	0	27	27			(27)	New Colour Digital Printer. Investment would enable improved service reliability and stability. Our present Xerox machine is over nine years old and unreliable which is constantly breaking down. This new equipment will enable; improved financial performance, enable cost savings from running costs, improve printer quality and deliver improved finishing services to customers i.e. folding & booklet making. This new machine will also open up opportunities to increase income by reducing outsourcing of envelope printing as this can be done on the new machine.	0	
Business Unit Savings	Service savings	182	(182)	0					0	
Customer Service Total		924	(55)	869	0	0	(127)		742	
<u>Finance</u>										
Financial Training	Service savings	95		95					95	This reserve is to train more finance staff for formal qualifications (to provide value added support to the organisation) In addition, it is planned that a training offer of finance for non-finance managers to address the challenges of implementing the OOP should also occur over the next couple of years.
Business Unit Savings	Service savings	32	(32)	0					0	
Finance Sub-Total		127	(32)	95	0	0	0		95	
<u>Human Resources</u>										
Going for Growth - Apprenticeship Scheme	Earmarked - policy	658		658					658	Ring fenced budget for 3 years to allow the apprenticeship programme to continue
Business Unit Savings	Service savings	(10)	10	0					0	
Human Resources Sub-Total		648	10	658	0	0	0		658	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Information Assets										
Schools ICT	Service savings	200		200					200	These reserves are planned to be spent in 2015/16 as part of revised Traded Services developments, including new training accommodation following the closure of Wedgnoek House
Unit Charge Equalisation Account	Earmarked - policy	325		325					325	The first half was spent on the new WAN in 2014/15 and the remainder is due to contribute to a Unified Communications approach in 2015/17. Both these projects deliver new approaches with reduced revenues costs which are required to deliver the OOP.
Going for Growth - BDUK	Earmarked - policy	1,031		1,031					1,031	This is the Going for Growth revenue budget that will be used to contribute to the extended BDUK project as agreed as part of the Council approval in 2014/15
Business Unit Savings	Service savings	260	(260)	0					0	
Information Assets sub-total		1,816	(260)	1,556	0	0	0		1,556	
Law and Governance										
Counter Fraud Grant Reserve	Earmarked - external	96	0	96			(48)	Counter Fraud Grant - received funding for £96k for specific works and requested to members that 50% was included in a reserve and that work to cover the other 50% would be undertaken in 2014./15. This has not been possible and so a request to move this funding into next year to carry out this work.	48	The Warwickshire Counter Fraud Partnership Grant is a ring-fenced grant and as such any amounts unspent is to be returned to the awarding body. Work is programmed to take place in 2015-16
School Governance	Service savings	0	12	12			(12)	Ofsted has clear expectations that Local Authorities will monitor school performance and leadership & management, including governance, and provide effective, timely support and intervention. Governor Services needs to put in a place a governance programme which complements the School Improvement team's new School Improvement Strategy. 1. Pre-emptive health checks to identify governance risk factors, likely to include- review of training records, website audit, review of meeting agendas / minutes etc. This may generate a range of interventions, including targeted advice, training, governance reviews (traded income), additional governor appointments, Interim Executive Boards. 2. External Reviews of governance (mainly funded by schools)3. Follow up assessments of schools 6 months after governance reviews. The carry forward sum is proposed as a major contribution to the above	0	
Business Unit Savings	Service savings	247	(247)	0					0	
Law and Governance sub-total		343	(235)	108	0	0	(60)		48	
Physical Assets										
Catering Equalisation Account	Earmarked - policy	401		401					401	This reserve manages the risk of a significant drop in trading days in any one year due to external circumstances
Planning Reserve	Service savings	320	140	460			(140)	Carry forward of unused Planning Application Reserve funding (£140k). It should be assumed that it will be spent in 2015/16. Three planning applications have already begun their preparations.	320	To maximise the return from the council's assets, large developable assets have their value enhanced considerably if attached to them is a planning consent for development.
Business Unit Savings	Service savings	934	(934)	0					0	
Physical Assets Sub-Total		1,655	(794)	861	0	0	(140)		721	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Service Improvement and Change Management										
Living in Warwickshire Survey	Service savings	0	20	20			(20)	Living in Warwickshire Survey 2015/16 - funding to match contribution from Public Health for the second Living in Warwickshire survey. We would seek to carry out the survey in Autumn 2015. The survey will use a range of different research methods for this project, rather than focussing solely on a paper based survey.	0	
Project Management	Service savings	190		190					190	Funds to be transferred into reserves to support Business Unit's transition to new operating model to ensure the delivery of the Organisational OOP savings
Business Unit Savings	Service savings	67	(67)	0					0	
SICM Sub-Total		257	(47)	210	0	0	(20)		190	
Resources Group Reserves										
Transformation Fund	Service savings	1,704		1,704					1,704	This reserve continues to pump prime traded services to ensure that they are commercially viable and offer competitive and sustainable services to customers in an ever increasingly competitive market place. The funding will be specifically aimed at supporting new business structures and delivery models across the Council. In the next two years, it is likely that the Resources Group will need to replace some Business Systems that have been used for many years e.g. the HR Management System and the analogue telephony system. Replacing these systems will improve data and processes across the Council. However, such replacements require significant investment. This fund will enable the replacement of these systems to be funded now rather than formally requesting capital investment later, which would incur future debt and charges. This is a general reserve held on behalf of the Group that provides a level of assurance should the Group incur unforeseen financial costs.
System Replacement	Service savings	0	1,413	1,413					1,413	
Resources Group Savings	Service savings	766	0	766					766	
Resources Group Sub-Total		2,470	1,413	3,883	0	0	0		3,883	
Total Resources Group		8,240	0	8,240	0	0	(347)		7,893	
Fire & Rescue										
Pensions	Earmarked - policy	79	0	79			0		79	This reserve will support any variations in the revenue costs of the Firefighters Pension Scheme.
Fire Control Project	Earmarked - external	909	0	909			(400)	This specific earmarked grant will fund the completion of the Fire Control Project.	509	This reserve will support the delivery of the remainder of the Fire Control Project and will be drawn down during 2015/16 as required.
Service Savings	Service savings	626	0	626			(200)	This carry forward will support the delivery of the Fire & Rescue Service Transformation Programme including the ongoing changes to working patterns and operational response arrangements over the next three years.	426	This reserve will be used to support the delivery of the Fire & Rescue Service Transformation Programme in 2016/17.
Total Fire & Rescue		1,614	0	1,614	0	0	(600)		1,014	

Analysis of Reserves as at 31 March 2015

Service	Reserve Category (See Note)	Balance on Reserves at 31 March 2015 In- hand (Overdrawn) A £'000	Movements within Groups B £'000	Revised Reserves In-hand (Overdrawn) C = A+B £'000	Repay Borrowing D £'000	Transferred (to)/from General Reserves E £'000	Requested Carry Forward to 2015/16 F £'000	Head of Service explanation of what the requested carry forward will fund in 2015/16	Retained Balance at 1 April 2015 G = C+D+E+F £'000	Head of Service explanation of what risks or expected spend is this being held for?
Other Services										
Audit Fee Reserve	Service savings	563		563					563	The external audit fee is variable between years depending on the auditors perceived level of financial risk, the number of additional grant claims to be audited and investigations into any issue that emerge during the audit or are reported to the auditors. This reserve of accumulated underspends ensures that in any one year there will be no impact on the revenue budget. The appropriate level for the reserve going forward will be reviewed as part of the 2016/17 OOP refresh.
Capacity Building Fund	Earmarked - policy	1,454		1,454					1,454	Residual funding to support capacity building projects across the authority. The on-going budget has been deleted and therefore once this funding has been used no future funding will be available.
Carbon Reduction Commitment Scheme	Earmarked - policy	526		526					526	Funding set aside from underspends in previous years to manage the fluctuations in the cost of carbon commitments faced by the authority. The appropriate level for the reserve going forward will be reviewed as part of the 2016/17 OOP refresh.
Community Infrastructure Levy	Service savings	301		301					301	Funding set aside to support the County Council's work in ensuring the effective implementation of the Community Infrastructure Levy across Warwickshire
Interest Rate Volatility Reserve	Earmarked - policy	4,320		4,320					4,320	Interest rates are currently at an all time low. This reserve will allow fluctuations in interest rates, as they impact on both the interest we can earn and the interest we pay on any borrowing to be smoothed and avoid the need to allocate resources to fund capital financing costs whilst spend/borrowing is at the level set out in
National Non-Domestic Rates Appeals	Service savings	1,047		1,047					1,047	There remains a significant backlog in business rates appeals that have yet to be settled and may go back several years. This reserve will enable any impact on the County Council to be managed without the need to commit scarce resources.
National Non-Domestic Rates Pool	Earmarked - policy	(269)		(269)					(269)	This overdrawn reserve is the net deficit on the business rates pool. Each Pool member is required to make good their element, if they decide to leave the Pool. The liability is shared across Pool members and is not the responsibility of the County Council. It is held as part of the County Council's accounts because we are the lead authority.
Quadrennial Elections	Earmarked - policy	239		239					239	The reserve will accumulate over four years, it will then be used to fund the cost of the County Council elections. Without this reserve a spending pressure of £1 million would need to be provided for in the budget every four years and funding for by-elections identified as and when they are needed.
Total Other Services		8,181	0	8,181	0	0	0		8,181	
Corporate Reserves										
General Reserves	Earmarked - policy	19,385		19,385		(754)			18,631	Reserve set aside to meet corporate financial risks that are not covered elsewhere by business unit reserves. The Head of Finance specifies each year the minimum amount that must be help in General Reserves. For 2015/16 this is £16.5 million.
Medium Term Contingency	Earmarked - policy	20,499		20,499					20,499	Funding set aside to manage timing differences between the delivery of savings and spending need across the four years of the One Organisation Plan.
Service Realignment Fund	Earmarked - policy	11,879		11,879					11,879	Funding set aside to meet the costs of redundancies/early retirements that arise as a result of the reduction in staff numbers that forms part of the OOP. Without this funding any costs would have to be met from within service budgets.
Capital Fund	Earmarked - policy	1,040		1,040					1,040	Funding set aside from capital receipts to meet the sale expenses and any associated fees.
Insurance Fund	Earmarked - policy	8,460		8,460					8,460	As an authority it is financially a better option to self-insure for some risks. We also have a number of excesses on the various corporate insurance policies. This Fund provides cover for both of these risks.
Centrally managed support for schools (DSG)	Earmarked - external	(1,275)	717	(558)		558			0	This is the balance of ring-fenced funding for support for schools and pupils that is the responsibility of the County Council. The funding cannot be used for any other purpose.
Schools	Earmarked - external	14,460		14,460					14,460	This is the net level of school reserves. Any decisions about the use of this funding rest with individual
Total Corporate Reserves		74,448	717	75,165	0	(196)	0		74,969	
TOTAL		129,157	0	129,157	(1,183)	0	(3,133)		124,841	

Note - Reserve Categories
Earmarked (External) - Central Government and other external partners/funding bodies require these reserves are used for a specific purpose.
Earmarked (Policy) - Reserves that have been set up following specific Member approval.
Trading - Reserves generally retained by Traded Services to smooth out surpluses and deficits over a number of years.
Service Savings - Underspends by services which may be accumulated to meet known future spending pressures, savings plans or as a contingency against future unknown service pressures.

Safeguarding - Sue Ross (Interim Head of Service)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service	4,779	(35)	4,744	3,200	(1,544)	This was a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's service. There is also the early achievement of the OOP Legal saving target and will be released to the County savings plan when due.
Social Care Teams - North	12,934	6	12,940	15,230	2,290	There were significant Residential care increases this quarter of £133,000. This is due to 3 new placements totalling £70,000 with the remainder of the increase due to joint funding issues that were resolved. External Fostercare saw decreases of £75,000 due to revised end dates predicted. Internal Fostercare increased by £91,000 this quarter due to increased numbers. Mother and Baby, Residence Orders, Special Guardian Orders and Adoption Allowances have all seen smaller over-spends since last quarter.
Social Care Teams - East	6,599	(2)	6,597	7,101	504	The increases in this quarter of £149,000 are a combination of small additional costs for children. Section 17, counselling and travel for LAC children are among the larger increases in spend. There are also been small increases in Allowances and Internal Fostercare payments.
Social Care Teams - South	12,656	27	12,683	12,399	(284)	There are significant Residential care increases this quarter of £64,000 due to rate amendments and 2 new placements. External Fostercare has increased by £156,000 due to 10 new placements. Parent and Baby Placements and Allowances and salaries have all seen smaller over-spends.
County Wide Child Protection	1,046	(240)	806	739	(67)	
County Wide Child Protection - WES Traded Services	0	0	0	(35)	(35)	
Net Service Spending	38,014	(244)	37,770	38,634	864	
				Non DSG	922	
				DSG	(58)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	(922)	(922)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Total	0	0	(922)	(922)	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	30	12	12	80	12	80	160	12	260	12	This project is being developed within existing resources. To date one placement has been made and further carers are being recruited currently.
OOP/SG-B	Reducing the number of looked after children by using evidence based interventions as recommended by the Dartington Project.	420	220	220	835	220	697	1,670	220	2,508	220	The OOP target savings for this project have been recalibrated by £250k per year for the new 2015/16, 16/17 and 17/18 savings plan. The looked after children placements have decreased but we are still confident that we shall achieve the savings. The £750k savings target will be met from the over recovery of legal costs which are shown against the forecast savings for 2015/16, 2016/17 and 2017/18 of Project 128 (OOP SG-C) Child Court Costs.
OOP/SG-C	Recent legislative changes have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection. The processes that are necessary to support such cases are also to be	200	1,173	1,173	300	1,173	300	500	1,173	500	1,173	The over recovery for this savings line is referred to in Savings OOP Reference SG-B.
OOP/SG-D	Review and redesign the Sexually Inappropriate Behaviours Service.	6	6	6	6	6	6	6	6	6	6	Project delivered and now closed. Savings has been achieved.
OOP/SG-E	Restructure of the Leaving Care and Asylum teams with a view to reducing posts.	90	200	200	90	200	300	70	200	70	200	Project delivered and now closed. Savings has been achieved.
OOP/SG-F	Reduction in court ordered contact arrangements.	100	180	180	200	180	200	200	180	200	180	We cannot determine how much of the reduction in supervised contact costs is due to a reduction in Court ordered contact, as we have no base data from previous years. Over 50% of the spend relates to Court ordered contact. The reduction in spend on sessional work, is approximately £180k less this year than last. So the savings target for this year has been achieved.
OOP/SG-G	Renegotiate contractual arrangements for the Individual Personal Advisor Service for care leavers	50	50	50	50	50	50	70	50	70	50	Project delivered and now closed. Savings has been achieved.
OOP/SG-H	Restructure of Duty Referral Teams (North).	0	39	39	70	39	124	150	39	150	39	The primary purpose of this restructure of North Children's Teams is to improve service delivery and consistency of team structure across Safeguarding. There will be some posts reduced in the North as part of the restructure.
OOP/SG-I	Review of all kinship care placements.	0	8	8	30	8	8	60	8	60	8	All existing arrangements where an additional needs payment has been paid have been reviewed and this has created some one off savings for this year only. Revision on the financial basis for payments has now been approved and is to be consulted upon.
Total		896	1,888	1,888	1,661	1,888	1,765	2,886	1,888	3,824	1,888	
Target			896	896		1,661	1,661		2,886		3,824	
Remaining Shortfall/(Over Achievement)			(992)	(992)		(227)	(104)		998		1,936	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	in Year £ 000's	Variance £ 000's	
11114000	Fostercare Adaptations 2012-13	48	3	0	0	51	48	2	0	0	50	(1)	(1)	
11115000	Fostercare Adaptations 2013-14	0	25	25	0	50	0	12	25	13	50	(13)	0	The expected applications for adaptations following Quarter 3 forecasting were not submitted to Project Board in the end. Therefore further slippage of £13k spend this year to 2015/16 from Q3 position. Furthermore, current Fostercare capacity has reduced over the past 12 months, therefore having an impact on applications submitted and resulting in further slippage of 15/16 forecasted spend into 2016/17. This will have a knock on effect on the 2014/15 to 2017/18 Fostercare funding allocations. It is hoped that in future years the numbers of Foster carers will increase and therefore this funding will be fully utilised.
11116000	Fostercare Adaptations 2014-15	0	0	45	5	50	0	0	25	25	50	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	0	50	50	0	0	0	50	50	0	0	
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	0	0	50	50	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
11379000	Adoption Service Vehicle Purchase Contribution	0	0	0	0	0	0	10	0	0	10	10	10	New Revenue Funded Capital Project as per approval from John Betts - Head of Finance - 02/04/2015
		48	28	70	155	301	48	24	50	188	310	(4)	9	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year End Actual	Status	Commentary YE
Percentage of Looked After Children (LAC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for a least 2 years, or are placed for adoption	High is good	Quarterly	63%	65%	64.9%	Amber	Pressures on the availability of foster carers locally, regionally and nationally do result in some placement instability. This is an area of focused management and is consistently monitored by Group Leadership Team..
Number of Looked After Children per 10,000 population	Low is good	Monthly	62	57	62	Red	This remains a key area of sustained operational and strategic managerial activity to ensure only those children and young people enter the care system who require to do so and that permanency options following care are pursued in a timely manner.
Number of children who are subject of a Child Protection Plan (CPP) per 10,000 population	Low is good	Monthly	47	46	48	Amber	This continues to be an area of consistent monitoring by Group Leadership Team. There is ongoing scrutiny of new Child Protection Plans, and the length of plans to ensure that plans are focused and timely.
Children in Need rate per 10,000 CYPF population (including Children in Care and Children Protection)	Low is good	Quarterly	338	360	350	Green	This figure should continue to improve with emphasis on preventive work to assist families.

Net Red Risks extracted from the Business Unit Risk Register

Risk Reference	Risk Title	Risk Owner	Net Risk Level	Existing Risk Action	Further Risk Action
R0483	Children and Young people and vulnerable adults suffer injury or death. Questions will be raised as to whether the LA & its partners could have intervened to avoid it happening.	Sue Ross	12 (R)	Warwickshire Safeguarding Children Board has developed inter-agency guidance in accordance with statutory guidance to manage con. The CYPF Plan has been developed to ameliorate these risks. The CYPF Plan and the Safeguarding Board Development Plan have been developed to ameliorate these risks. Partnerships arrangements are in place and there is a multi agency training plan. All of the above actions enhance the national infrastructure.	The risk of this type of incident happening will always remain regardless of any controls in place which are under constant revision.

Social Care and Support - Jenny Wood
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Compton (Adult Social Care)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care and Support Services - Head of Service	5,858	(4)	5,854	3,733	(2,121)	Resources were managed by the Head of Service to mitigate some of the identified issues in other parts of the business unit, for example, £2.2million of one off funds were held here, to offset pressures in the Disability Services, shown below.
Older People North and East and Specialist Services	21,565	(4)	21,561	20,495	(1,066)	The underspend here is largely a result of the exercise to split out Older People and Physical Disabilities budgets at the end of last financial year and the initial apportionment needed refining. The split has been reviewed and rebalanced in the 2015/16 budget. However, the underspend was larger than expected and causes will be fully investigated to confirm if it is further over-delivery on the savings targets, which have not yet been badged correctly.
Older People South and Reviewing Services	20,861	0	20,861	20,759	(102)	This shows a relatively balanced position - work will continue to refine managers forecasting to ensure a consistent approach. Again, due to issues with the splitting out of budgets this year some underspends have arisen that have been rebalanced with the Disabilities services in 2015-16.
Disabilities	53,013	0	53,013	54,837	1,824	With respect to Learning Disability Services, pressures carried through from the previous financial year continue, however, the underlying overspend has improved from around £2.3million at its worst to approximately £1million, through improvement work. However, Physical Disability Services are additionally showing an overspend of approximately £0.8million, due to the reason given above. Therefore although the savings will have been achieved and the overspend position much improved, there is still a net underlying overspend.
Care Act	872	0	872	262	(610)	Due to delays in receiving final guidance on the Care Act, implementation costs intended for this year will in part slip into next year. The underspend here will be moved back to reserves for this purpose.
Mental Health	6,780	(2)	6,778	6,512	(266)	There have been vacancies in the early part of the year which were hard to recruit to, these have now been recruited to but it has led to an in year underspend. There were pressures in Mental Health Services as a result of the difficulties recruiting.
Net Service Spending	108,949	(10)	108,939	106,598	(2,341)	
				Non DSG	(2,341)	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	6,925	2,044	2,341	11,310	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Total	6,925	2,044	2,341	11,310	

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

Reference	Savings Proposal Title	2013/14		2014/15		Final Outturn £'000	Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000		
	Savings Delivered in 2011/12 and 2012/13	6,570	6,557	6,570	6,557	6,557	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	(1,984)	(3,968)	(1,671)	(3,968)	(3,968)	There is still a shortfall against the original savings target from the previous Adult Social Care Transformation Programme. This is a result of some service changes taking place, but not delivering the savings anticipated and some projects not being progressed in the original timescales. Improvement has continued, on top of the new OOP challenge (see above).
	Total	4,586	2,589	4,899	2,589	2,589	
	Target		4,586		4,899	4,899	
	Remaining Shortfall/(Over Achievement)		1,997		2,310	2,310	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	200	0	0	300	0		500	0	700	0	There has been a delay in delivering savings as the processes and information and advice requirements are being reviewed in light of the Care Act requirements. In addition, the financial modelling for the 'to be' arrangements, to ensure the most efficient and value for money model, including how the savings will be delivered by better 'demand management', is now underway.
OOP/SCS-B	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	428	70	70	628	70	400	628	70	1,028	70	Reablement has assumed further savings can only be delivered via seeing additional cases throughout 14/15. Only minimal additional cases have been identified.
OOP/SCS-C	Maximise all customer charging opportunities	200	259	259	300	259	531	400	259	600	259	The savings for 2014/15 have been achieved and the project is on track to achieve the 4 years savings plan.
OOP/SCS-D	Occupational Therapy: Improve moving and handling training services	300	460	460	300	460	460	300	460	300	460	The savings have been achieved. The project has over achieved the savings due to innovative new ways of working.
OOP/SCS-E	Home Improvement Agency Project: More timely delivery of home adaptations to reduce falls or more intensive home care	500	304	304	500	304	500	500	304	500	304	The full 2014/15 savings have not been achieved due to a delay in the reduction in the care from adaptations being delivered sooner. However, we are on track to deliver the full 4 year savings plan.
OOP/SCS-F	Improve financial recovery of continuing health care services provided by WCC to health partners	300	564	564	500	564	500	500	564	500	564	The savings for the 4 year savings plan have been achieved. The early delivery of the savings is due to improved processes being implemented.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except reablement - separate savings plan)	300	300	300	600	300	600	700	300	800	300	The management and team redesign has been completed, leading to the delivery of savings this year. However, a risk is the requirement for additional staff savings to be made in next and future years, when both local and national predictions are that there will be significantly more Care Act related demand. This will be mitigated if there is adequate additional national funding.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	245	1,054	1,054	473	1,054	1,491	1,500	1,054	2,000	1,054	2014/15 savings have been exceeded as a result of a range of initiatives and activities implemented during the period. A total of 16 initiatives/projects constitute the SCS-H Social Care and Support programme.
OOP/SCS-I	Securing health income stream for adult social care as a recurrent budget.	5,600	8,000	8,000	5,600	8,000	5,600	5,600	8,000	5,600	8,000	The savings for 2014/15 have been achieved. Additional income has been achieved in 2014/15 to meet this savings target.
OOP/SCS-J	Revising the guidance for staff and managers on how and when to access legal advice and training programmes to improve staff knowledge which will reduce the demand for Legal Services	25	25	25	25	25	25	25	25	25	25	The savings in 2014/15 have been achieved. This project shall now be closed.
OOP/SCS-K	Better planning of visits by social workers to reduce transport costs	50	50	50	50	50	50	50	50	50	50	The savings in 2014/15 have been achieved. This project shall now be closed.
OOP/SCS-L	Development of services to avoid crisis and improve hospital discharge outcomes (links to BCF and Discharge to Assess Programme work)	500	511	511	750	511	750	900	511	1,000	511	The 2014/15 savings have been achieved. The project is on track to deliver the 4 year savings plan.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	0	0	0	250	0	250	500	0	500	0	There are no savings for 2014/15. The project is on track to deliver the savings required in the 4 year savings plan.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	0	0	0	600	0	656	1,200	0	1,600	0	There are no savings for 2014/15. The project is on track to deliver the savings required in the 4 year savings plan.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	0	218	218	100	218	318	400	218	600	218	There are no savings for 2014/15. Savings have been achieved in 2014/15 earlier than planned. This project is on track to achieve the 4 year savings plan.
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	0	0	0	200	0	0	400	0	600	0	This project has no savings for 2014/15. The project is currently under review and at present it is not possible to predict accurately the savings that need to be achieved for 2015/16 onwards.

B Social Care and Support

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/SCS-Q	Voluntary Sector / Micro-Enterprise and Social Capital Project: Fundamental Review of contracting and relationship management with respect to how public sector and voluntary sector works together in Warwickshire to improve 'social capital' and reduce demand on statutory social care services.	0	0	0	0	0	0	500	0	800	0	No savings are due in 2014/15 and 2015/16. The project is on track to deliver savings required in the 4 year savings plan.
OOP/SCS-R	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	0	65	65	0	65	471	350	65	700	65	There are no savings for 2014/15. Savings have been achieved in 2014/15 earlier than planned. This project is on track to achieve the 4 year savings plan.
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	400	146	146	500	146	182	600	146	600	146	The transport project has now been fully scoped, which has identified an initial shortfall in savings delivery, however, this will be recouped in future years. This year the shortfall is offset by over-delivery in other projects and next year it will be the same, or reserves will be utilised.
Total		9,048	12,026	12,026	11,676	12,026	12,784	15,553	12,026	18,503	12,026	
Target			9,048	9,048		11,676	11,676		15,553		18,503	
Remaining Shortfall/(Over Achievement)			(2,978)	(2,978)		(350)	(1,108)		3,527		6,477	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10601000	Mental Health 2007/08	170	0	0	0	170	170	0	0	0	170	0	0	
10607000	Mental Health Grant 2009/10	144	(2)	0	0	142	144	0	0	0	144	2	2	
10964000	CAF Development Team - Social Care IT 2010/11	0	0	1,176	0	1,176	0	0	1,176	0	1,176	0	0	
11163000	CAF - Trusted Assessments application	476	0	0	0	476	476	0	0	0	476	0	0	
		790	(2)	1,176	0	1,964	790	0	1,176	0	1,966	2	2	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year End Actual	Status	Commentary YE
Proportion of people who have had a previous Reablement referral in the previous 12 months	Low is good	Quarterly	39%	39%	15%	Green	New Forms introduced to measure outcomes have had a positive and significant impact on outcomes. The new 10 day re-start policy introduced this quarter has also had a positive impact on these stats. Reablement are also keeping customers poc open for longer when they have been admitted to hospital, this would also impact on revolving door data.
Delayed transfers of care ASCOF 2C (All delays) per 100,000 population	Low is good	Monthly	10	8.4	17.1	Red	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF	Low is good	Monthly	293.6	280	495.5	Red	A series of meetings have addressed the recording of Sitreps to ensure more appropriate recording.
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G	High is good	Quarterly	67.4%	70%	73.48%	Green	There has continued to be improvement in this area due to a combination of the Operational Team promoting supporting living, the introduction of the supported living tool and data being more accurately being maintained.
Proportion of adults with a learning disability in paid employment ASCOF 1E	High is good	Quarterly	7.3%	7.5%	11.34%	Green	There has continued to be improvements in this area due to the promotion of employment opportunities for our customers. Data cleansing has also been maintained within the team.
Number of carers receiving a service in their own right	High is good	Quarterly	520	520	510	Amber	Only 10 below target. Work is ongoing to improve performance.
Proportion of adults in contact with secondary mental health services in settled accommodation ASCOF 1H (All)	High is good	Quarterly	81%	81%	83%	Green	This is an indicator for the whole of Coventry and Warwickshire Partnership Trust, we are yet to receive their full year outturn figure so this is a forecast. This indicator remains on target and in the top quartile of our comparator group.
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (All)	High is good	Quarterly	17.3%	17.3%	23%	Green	This is an indicator for the whole of Coventry and Warwickshire Partnership Trust, we are yet to receive their full year outturn figure so this is a forecast. Improved performance indicating an overall improvement in the recording on EPEX.
Social care-related quality of life ASCOF 1A	High is good	Annually	18.8	19	19	Amber	Please note these figures do not represent a percentage, but a score out of a maximum of 24, with higher numbers representing better performance. Figures have only just become available and further analysis will be taking place to identify any required actions to help improve future performance.
Proportion of people who use services who feel safe ASCOF 4A	High is good	Annually	70.4%	71%	68%	Amber	Figures have only just become available and further analysis will be taking place to identify any required actions to help improve future performance.
Carer reported quality of life ASCOF 1D (BCF)	High is good	Annually	8.1	8.4	7.7	Red	More detailed analysis is currently being undertaken but it appears that carers levels of satisfaction has fallen nationally
Overall satisfaction of people who use services with their care and support ASCOF 3A	High is good	Annually	62.6%	64%	61%	Amber	Figures have only just become available and further analysis will be taking place to identify any required actions to help improve future performance.
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund	Low is good	Monthly	554.7	616.4	509.2	Green	There has been a range of commissioned activity that has contributed to the successful performance against this target. Winter Pressure monies have been used to fund step down beds in care homes across the county. In addition, the Discharge to Assess service has continued to expand. The collaborative approach taken by partners in the CCGs, acute hospitals, SCS and Strategic Commissioning have ensured the successful impact of these services.
Proportion of people who use services & carers who find it easy to find information about support ASCOF 3D	High is good	Annually	70.3%	71.5%	73.0%	Green	Figures have only just become available and further analysis will be taking place to identify any required actions to help improve future performance.
Proportion of customers receiving a review	High is good	Quarterly	66.5%	66.5%	60.5%	Red	Target not met and further work on-going with all teams to consider how to ensure Care Act compliance (a minimum of a annual review) for 2015 /16.
Percentage of repeat safeguarding referrals	Low is good	Quarterly	10.7%	10.0%	11%	Red	We have continued to undertake management review audits of repeat referral cases. No cases identified where actions taken at the time were not appropriate or proportionate to the level of risk identified. Although rated 'red' this is not an indicator of poor performance - it is an alert system.
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate)	High is good	Annually	87.9%	85.2%	89%	Green	Introduction of Individual Reablement Support Plans has allowed the service to work in a more targeted manner to enable customers to regain independence. Reablement have also introduced a number of measures to ensure leaner working practises, this includes a number of IT systems and mobile devices.

Net Red Risks extracted from the Business Unit Risk Register

Risk Reference	Risk Title	Risk Owner	Net Risk Level	Existing Risk Action	Further Risk Action
R0831	Care Act implementation delays mean council fails to meet its statutory duties to deliver social care and support services. The risk links to both deliver direct to customers, and the potential impact of the financial pressures if demands outweigh capacity. It is nationally recognised that the longer term outcome is unclear and that risks are significant.	Jenny Wood	12 (R)	Oversight Group overseeing implementation across all relevant council services. Assessment, Support Planning and Review Project implementing required changes/	

Professional Practice and Governance - Marie Seaton (Interim Head of Service)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Compton (Adult Social Care)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Professional Practice and Guidance - Head of Service	141	(1)	140	145	5	
Service Development and Assurance (Adults)	121	0	121	61	(60)	
Service Development and Assurance (Business and Systems)	3,236	0	3,236	2,195	(1,041)	The underspend represents early delivery of the staff restructure to achieve year two savings and difficulties recruiting project resource to support change as well as reductions for internal recharges and reduced licence costs. Reduced project costs for the Client Information System project, with the majority of the costs incurred this year being capital. Reduced Learning & Development training activity compared to plan.
Service Development and Assurance (Children's)	1,068	240	1,308	1,202	(106)	These mostly relate to staffing vacancies, including vacancies in the Independent Review Officers team.
Net Service Spending	4,566	239	4,805	3,603	(1,202)	
				Non DSG	(1,202)	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	1,574	1,202	2,776	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Total	0	1,574	1,202	2,776	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/STC-C	Reduced spend on centrally recharged services. This is based on the assumption that the Business Unit will have less staff and therefore lower central recharge cost for IT, telephones etc.	510	303	303	510	303	378	510	303	510	303	The savings target for 2014/15 has not been achieved. The forecast outturn for 2014/15 has been achieved. The project is likely to under recover as a result of double counting of savings due to the IT centralisation. This has been mitigated by rephasing the savings of the combined PPG savings lines delivered by the PPG Business Unit.
OOP/STC-E	Changes to System Support Service achieved by a reduction in OLM (computer system) support contract costs and consultancy, a deletion of a vacant post and other staff reductions	95	77	77	154	77	195	204	77	204	77	Overall projected out turn from the saving line indicates an over recovery of the saving although the yearly out turn has been rephased across the three years of the project. This doesn't impact the gross savings of combined PPG savings for which the Service is accountable.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme and the deletion of a management post	200	425	425	400	425	566	540	425	640	425	The project is currently forecasting an over recovery during the projects lifespan due to the full year effect of the Business management decommissioning and under recovery of other PPG saving lines leading to the rephasing of the saving proposals.
OOP/STC-G	Reductions to the Learning, Development and Training budget	250	250	250	373	250	373	373	250	373	250	During the last financial year 2013/14, the People Group Workforce Strategy Board risk assessed current learning and development demand to focus spend on the highest priority areas over the coming years. This resulted in final recommendations for a 14-15 L&D plan, within the available budget and delivering required savings. The same approach will be used for the remaining savings on an annual basis.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	5	5	5	79	5	5	79	5	79	5	Year one savings achieved. Year two savings have been rescheduled for year three of the savings program for two reasons: a rephasing of the PPG savings lines due to double counting of IT budgets and the impact a reduction of PA capacity will have on Heads of Service and their strategic leadership role. The in year effect has been offset by rephasing all PPG savings for which the service is responsible.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	30	35	35	94	35	99	94	35	94	35	We are seeing an increase in demand for the current internal communication role that had been identified for deletion as part of the saving. Alternate savings are anticipated by reducing further the flexible marketing resource.
Total		1,090	1,095	1,095	1,610	1,095	1,616	1,800	1,095	1,900	1,095	
Target			1,090	1,090		1,610	1,610		1,800		1,900	
Remaining Shortfall/(Over Achievement)			(5)	(5)		515	(6)		705		805	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11310000	Client Information Systems Review	0	559	801	0	1,360	0	336	1,024	0	1,360	(223)	0	Early delays in the procurement phase of the project, however, there is now greater clarity about the phasing of the project costs meaning a significant amount of spend has moved to 2015/16 as a result of project planning with the supplier.
		0	559	801	0	1,360	0	336	1,024	0	1,360	(223)	0	

Strategic Commissioning - Chris Lewington
Strategic Director - John Dixon (Interim)
Portfolio Holders - Councillor Compton (Adult Social Care) and Councillor Hayfield (Education and Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	983	0	983	775	(208)	The underspend here relates to late in year funding to manage the provider market.
All Age Disabilities	2,479	0	2,479	2,264	(215)	The underspend here relates to vacancies and savings within the Advocacy contract and HIV/Aids contract. One-off savings in the administration of the ICES contract have also been achieved.
Commissioning and Business Intelligence	740	0	740	675	(65)	This underspend relates to vacancies which will not be recruited to in order to achieve the savings in 2015/16.
Integrated Elderly Care	11,775	0	11,775	11,482	(293)	The underspend here is a combination of Discharge to Assess funding for projects in the South of the County, the late arrival of central Government funding for Systems Resilience and Department of Health funding for reducing delayed transfers of care which has resulted in underspends against planned projects which have had the additional funding applied to them.
Market Management and Quality	718	0	718	748	30	
Children's Commissioning	549	0	549	514	(35)	
Net Service Spending	17,244	0	17,244	16,458	(786)	
				Non DSG	(759)	
				DSG	(27)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	3,912	111	759	4,782	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Total	3,912	111	759	4,782	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/STC-A	Review of the necessary staffing levels to support the commissioning functions across the business unit with a view to reducing posts	79	79	79	79	79	79	79	79	79	79	The savings for 2014/15 have been achieved. This project is now closed.
OOP/STC-D	Review of the staffing levels to provide the data intelligence functions across the business unit with a view to reducing posts	77	77	77	77	77	77	77	77	77	77	The savings for 2014/15 have been achieved. This project is now closed.
OOP/STC-J	Review, redesign and reduce a series of community based contracts	0	31	31	240	31	240	240	31	240	31	There are no savings for 2014/15. The project is on track to deliver the 4 year savings plan.
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	0	0	0	1,230	0	776	2,128	0	4,025	0	There are no savings for 2014/15. The 2015/16 target has been reduced to £776,000. This was agreed by Cabinet. The project is on track to achieve the new savings target.
OOP-STC-L	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	0	0	0	0	0	0	85	0	85	0	There are no savings for 2014/15 and 2015/16. The plan to achieve the savings in 2016/17 is currently being developed.
OOP-STC-M	To review the future viability of the brokerage role	0	0	0	0	0	0	80	0	80	0	
OOP-STC-N	Review of the necessary staffing levels to support the market facilitation functions across the business unit with a view to reducing posts	0	0	0	0	0	0	58	0	58	0	
OOP-STC-O	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	0	0	0	0	0	0	0	0	120	0	
OOP-STC-P	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	0	0	0	0	0	0	0	0	37	0	
Total		156	187	187	1,626	187	1,172	2,747	187	4,801	187	
Target			156	156		1,626	1,626		2,747		4,801	
Remaining Shortfall/(Over Achievement)			(31)	(31)		1,439	454		2,560		4,614	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10030000	CYPF ICT Upgrade	157	0	0	0	157	157	0	0	0	157	0	0	
10608000	Mental Health Grant 2010/11	125	7	66	0	198	125	5	68	0	198	(2)	(0)	£1,511 underspend on Books On Prescription Project 10608010 which is now completed. Underspend due to time restrictions being imposed on this project as original deadline had lapsed. This underspend to be moved to Mental Health 2010/11 Block Header 10608000 for use in 2015-2016. This project was previously under Social Care but has been transferred under Strategic Commissioning.
10614000	Care Homes Fire Regulations	397	0	0	0	397	397	0	0	0	397	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	0	989	0	989	0	0	971	0	971	0	(19)	Investment Board agreed Match Funding of £18.5k to fund expansion of Department of Health funded Autism Capital - Brain in Hand Assistive Technology Project (11365000) - Virement required.
11314000	Community Access for Disabled People	0	34	176	0	210	0	34	176	0	210	0	0	
11315000	Assistive Technology Smart Flat	0	0	0	0	0	0	0	0	0	0	0	0	
11316000	Complex Needs Service Building Adaptations and Equipme	0	101	0	0	101	0	72	29	0	101	(29)	0	A schedule of work was submitted to Maintenance and Minor Works, costs then agreed February 2015. The work in the services commenced March 2015, work is still in progress. The 2015 slippage £28,586 is due to the delay in the completion of work. Scheduled work is anticipated to be completed May/June 2015.
11317000	Dementia Friendly Environments Capital Funds	0	89	0	0	89	0	89	0	0	89	0	0	
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	0	0	0	0	0	0	18	19	0	37	18	37	New Department of Health Capital Grant funded Project as per approval from Head of Finance - John Betts - 11/12/2014. Additional match funding of £18.5k now requested by Investment Board for expansion to project to be funded from Adult Social Care Modernisation & Capacity Allocation (11021000).
11367000	Transforming Care Programme Capital Grant - Housing Adaptations Murray House	0	0	0	0	0	0	40	0	0	40	40	40	New Department of Health Capital Grant funded Project as per approval from Council 05/02/2015.
		679	231	1,231	0	2,141	679	259	1,262	0	2,200	28	58	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year End Actual	Status	Commentary YE
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (All)	High is good	Quarterly	17.3%	17.3%	23%	Green	This is an indicator for the whole of Coventry and Warwickshire Partnership Trust, we are yet to receive their full year outturn figure so this is a forecast. Improved performance indicating an overall improvement in the recording on EPEX.
Overall satisfaction of people who use services with their care and support ASCOF 3A	High is good	Annually	62.6%	64%	61%	Amber	Figures have only just become available and further analysis will be taking place to identify any required actions to help improve future performance.
Carer reported quality of life ASCOF 1D (BCF)	High is good	Annually	8.1	8.4	7.7	Red	More detailed analysis is currently being undertaken but it appears that carers levels of satisfaction has fallen nationally.
Proportion of people who are feeling supported to manage their condition (BCF)	High is good	Annually	66.2%	68.7%		N/A	Outturn will not be published until November 2015.
Percentage of Children's Centres judged by Ofsted to be good or outstanding	High is good	Quarterly	87.5%	100%	82.1%	Red	There have been no further OFSTED inspections in quarter 4. Two inspections took place towards the end of quarter 3 which was during the period of transition to group models. The first of those was an inspection of a small cluster group prior to the completion of the full group model and resulted in a requires improvement outcome. A further inspection took place in December 2014 but the report was not published until January 2015. The outcome of the inspection resulted in an inadequate judgement which has been challenged by the provider and tabled as an agenda item for the Overview and Scrutiny committee on 7th April.
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate)	High is good	Annually	87.9%	85.2%	88.5%	Green	Introduction of Individual Reablement Support Plans has allowed the service to work in a more targeted manner to enable customers to regain independence. Reablement have also introduced a number of measures to ensure leaner working practises, this includes a number of IT systems and mobile devices.
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF	Low is good	Monthly	293.6	280	495	Red	There are still reporting issues between the acutes and the Local Authority that may be contributing to this increase. This issue is being scrutinised and a resolution is imminent. Within WCC there is a DTOC Improvement Plan that has been developed, which will be owned by Strategic Commissioning. This will ensure that improvements relating to recording, delay definitions, process and finances are all considered and constructive actions will be taken to assist with the improvement of the DTOC situation.
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund	Low is good	Monthly	554.7	616.4	509.2	Green	There has been a range of commissioned activity that has contributed to the successful performance against this target. Winter Pressure monies have been used to fund step down beds in care homes across the county. In addition, the Discharge to Assess service has continued to expand. The collaborative approach taken by partners in the CCGs, acute hospitals, SCS and Strategic Commissioning have ensured the successful impact of these services.

Net Red Risks extracted from the Business Unit Risk Register

Risk Reference	Risk Title	Risk Owner	Net Risk Level	Existing Risk Action	Further Risk Action
R0561	Risks associated with closer alignment / integration with Health	Chris Lewington	12 (R)	Joint governance arrangements with Health in place and reporting to HWB. Developing a section 75 for pooled budget arrangements.	Risk sharing protocol for discharge to assess to be used as the baseline for a wider protocol to incorporate key developments.
R0857	Service continuity of commissioned support services, including payroll support, for customers with Direct Payments until a re-tender is completed.	Becky Hale	12 (R)	Service continuity of commissioned support services, including payroll support, for customers with Direct Payments until a re-tender is completed	Planned provider discussions to agree small contract extensions.

Early Help & Targeted Support - Hugh Disley
Strategic Director - Jim Graham (Acting)
Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Help and Targeted Support - Head of Service	2,192	(4)	2,188	1,613	(575)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of and slippage of savings plans within the children's service.
Early Help and Targeted Support - Head of Service - Non WES Traded	(24)	0	(24)	(118)	(94)	This primarily relates to the Traded services budgeting surplus' to recover CEC's .
Adult Well Being	5,070	24	5,094	4,601	(493)	This under-spend reflects a large late allocation (March) of Winter Pressures funding, as well as a lower than expected call on Reablement equipment as well as additional non regular staffing costs since Q3.
Transition Support	1,006	7	1,013	957	(56)	
Integrated Disability Service - Social Care	3,223	(13)	3,210	3,346	136	This forecasted over-spend is the result of pressures on the LAC residential disability budget which is forecasting on over-spend of £358,000. This has been off-set by a halt on filling vacancies within the service ahead of further consultation and implementation on the local offer and the service transformation. There has also been a £200,000 contribution from Adult Social Care for the new Young Carer's contract from 2015 to 2019. The overall Business Unit reserves will include this reducing commitment / contribution for the next 4 years.
Family Support and Children's Centres	7,215	130	7,345	7,609	264	This relates to savings plan slippage & transition costs (consultation, notice and transition costs etc.) for the Children Centres savings plan. These costs have been regularly reported to the Transformation Board.
Net Service Spending	18,682	144	18,826	18,008	(818)	
				Non DSG	(790)	
				DSG	(28)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	305	0	790	1,095	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Total	305	0	790	1,095	

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

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Final Outturn £'000	
	Targeted Youth Support - Reduction in service	1,900	1,758	1,900	1,758	1,758	Awaiting judgment on Coventry, Solihull and Warwickshire Partnership contract and investment from Safeguarding
	Voluntary and community sector to run outdoor education centres	60	27	60	60	60	Awaiting Corporate Board judgment - February 2015 on future outcome of Outdoor Education - Any slippage will be covered by the Business Unit
	Total	1,960	1,785	1,960	1,818	1,818	
	Target		1,960		1,960	1,960	
	Remaining Shortfall/(Over Achievement)		175		142	142	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/EH-A	Using the Common Assessment Framework (CAF) as a tool to ensure early intervention services are provided to prevent escalation into specialist services or step down from specialist services and increased use of the CAF by practitioners reducing the need for training	34	34	34	67	34	67	91	34	134	34	The savings for 2014/15 have been achieved. A Project Board has been set up to look at all outstanding issues and are currently scoping this and identifying Board members and the requirement for investment from other Business units. If the investment is not forthcoming then we will need to redesign the service down.
OOP/EH-C	Proposed Savings is based on charging Academy Schools for the coordination of educational visits.	3	0	0	8	0	8	15	0	15	0	The savings for 2014/15 have not been achieved. We have established a Project Board looking at all aspects of Outdoor Education. This Board shall review how the future savings can be achieved.
OOP/EH-D	Duke of Edinburgh Award Scheme: More effective marketing of the scheme to schools as part of raising the participation age	26	0	26	26	0	26	26	0	26	0	The savings have for 2014/15 have not been achieved. This savings proposal was a challenging target. It has been met through an over-achievement in project EH-F.
OOP/EH-E	Target Support Young People - Teenagers in Care Programme: Moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	25	25	25	75	25	75	100	25	148	25	The savings for 2014/15 have been achieved. The project is on track to achieve the 4 year savings plan.
OOP/EH-F	Identification of efficiency savings across the Business Unit (Heads of Service Management Overheads)	160	186	186	160	186	160	160	186	160	186	The savings target has been achieved. This project has been closed.
OOP/EH-G	Additional savings from the current restructuring of the management of the Children's Centres	42	42	42	42	42	42	42	42	42	42	The savings target has been achieved. This project has been closed.
OOP/EH-H	Family Information Service - consultation with the contact centre to transfer appropriate activity and greater use of electronic directory for signposting and information about the local offer.	100	125	125	200	125	200	200	125	200	125	The savings for 2014/15 has been achieved. Plans are in place to meet the required savings for 2015/16 and beyond.
OOP/EH-I	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	372	372	372	372	372	372	372	372	372	372	The savings have been achieved. The project is now closed.
OOP/EH-J	Family group conferencing - a reduction in the service, with consideration to be given to combining services within Early Intervention or in Communities as part of Priority Families Programme	0	25	25	50	25	50	50	25	50	25	There are no savings target for 2014/15. Savings have already been in advance of the 2015/16 savings plan.
OOP-EH-K	Development of family centres to deliver savings by integrating children's centres, early intervention, priority families and health services, which focus services to the most vulnerable.	0	0	0	0	0	0	0	0	700	0	There are no savings target for 2014/15. The project is currently reviewing the corporate 0-5 Early Years corporate project.
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	0	0	0	0	293	0	293	0	There are no savings target for 2014/15. A Project Board has been established to look at the required savings in 2016/17.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	255	255	255	527	255	527	527	255	527	255	The savings for 2014/15 have been achieved.
Total		1,017	1,064	1,090	1,527	1,064	1,527	1,876	1,064	2,667	1,064	
Target			1,017	1,017		1,527	1,527		1,876		2,667	
Remaining Shortfall/(Over Achievement)			(47)	(73)		463	0		812		1,603	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11349000	Kenilworth Children's Centre/Entrance Works	0	0	0	0	0	0	22	0	0	22	22	22	New Revenue funded Capital Project as per approval from Portfolio Holder 24/10/2014
11377000	Coleshill/Family Adaptation/IDS	0	0	0	0	0	0	16	0	0	16	16	16	New Revenue funded Capital Project as per approval from Portfolio Holder 20/03/2015
11378000	CMS/Musical Instruments	0	0	0	0	0	0	14	0	0	14	14	14	New Revenue funded Capital Project as per approval from John Betts - Head of Finance - 02/04/2015
		0	0	0	0	0	0	52	0	0	52	52	52	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Polarity	Frequency	2013/14 Baseline	2014/15 Target	2014/15 Year End Actual	Status	Commentary YE
Percentage of initial assessments for disabled children completed within 10 working days	High is good	Quarterly	63.7%	65.0%	43.5%	Red	This was impacted upon by the change in the way this is calculated by DfE. Work is ongoing to develop the single assessment which should see an increase in performance.
Percentage of people living independently in their own homes at the completion of reablement	High is good	Quarterly	61%	76%	65%	Red	Reablement are above the national standard of 58% set for 2014/18 for ASCOF. An unrealistic target was set for 2014/15 of 76% which was not achievable with resources within the Team.
Proportion of people who have had a previous reablement referral in the previous 12 months	Low is good	Quarterly	39%	39%	15%	Green	New Forms introduced to measure outcomes have had a positive and significant impact on outcomes. The new 10 day re-start policy introduced this quarter has also had a positive impact on these stats. Reablement are also keeping customer's packages of care (POC) open for longer when they have been admitted to hospital, this would also impact on revolving door data.
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing (FGC)	High is good	Quarterly	45%	60%	80%	Green	Target achieved. Family Group Conferencing (FGC) had an overall lower referral rate in Q4 with a higher number of referrals that did not achieve a FGC in Q4. This suggests an increased need to clarify consent and/or engage reluctant families better at referral stage. Families were worked more quickly through the FGC process and those where a Child Protection Plan was in place, a review conference did not occur within the duration of cases allocated within the FGC service. An integrated Mosaic system will improve the measurement of these long term outcomes. The majority of social care referrals were referred at CIN and those that were subject to Child Protection Plans were already in legal proceedings at the point of referral to FGC.
Percentage of Triple P participants with reduced parental laxness after completing the programme	High is good	Annually	78.8%	80%	80%	Green	The Q4 year end forecast is based on historical trends. The measurement of this programme is undertaken by Warwick University CEDAR team. We currently only get a report on this annually and therefore cannot provide further details more regularly. We have been in negotiation to try and get more frequent updates, however at this stage we cannot provide further information and the actual won't be available till the end May 2015.
Percentage of Children's Centres judged by Ofsted to be good or outstanding	High is good	Quarterly	87.5%	100%	82.1%	Red	There have been no further OFSTED inspections in quarter 4. Two inspections took place towards the end of quarter 3 which was during the period of transition to group models. The first of those was an inspection of a small cluster group prior to the completion of the full group model and resulted in a requires improvement outcome. A further inspection took place in December 2014 but the report was not published until January 2015. The outcome of the inspection resulted in an inadequate judgement which has been challenged by the provider and tabled as an agenda item for the Overview and Scrutiny committee on 7th April.
Number of CAFs initiated per 10,000 of the 0-17 child population	High is good	Quarterly	84.8	84.8	76.7	Red	The previous years target was set from the data collected that year which showed the higher number of CAFs initiated ever. The projection for CAF is still to increase but the target set was probably inconsistently high.
Percentage of CAFs with positive impact that affects emotional well being	High is good	Quarterly	82.7%	80%	85%	Green	Measure to be changed to reflect more accurately the impact of mental health support.
Percentage of Looked After young people who are able to remain in their placement following intensive Targeted Support for Young People (TS4YP) intervention	High is good	Quarterly	N/A	80%	100%	Green	Some relevant referrals and closer working with partners especially through edge of care meetings has resulted in good progress being made with Looked After Younger People referred to TS4YP. We are now getting better information regarding performance that also assists understanding these new performance measures.
Percentage of young people who engage with TS4YP who are no longer NEET following intensive intervention.	High is good	Quarterly	N/A	75%	55%	Red	Slight change to criteria - percentage of young people who engage with TS4YP who have a positive destination following intensive intervention.

Net Red Risks extracted from the Business Unit Risk Register

Risk Reference	Risk Title	Risk Owner	Net Risk Level	Existing Risk Action	Further Risk Action
R0781	The Reablement Strategy and OOP fail to deliver intended objectives.	Hugh Disley	12 (R)	<p>The reablement strategy has been reviewed and updated for the period 2013-15.</p> <p>A project plan for implementing the strategy is in place.</p> <p>Project and robust governance established</p> <p>Establish 'as is' and identify options for redesign which will support the delivery of OOP savings.</p> <p>Robust stakeholder communication and engagement plan produced and delivery monitored.</p>	

Education and Learning - Nigel Minns
Strategic Director - Monica Fogarty
Portfolio Holder - Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	1,177	158	1,335	1,268	(67)	This is a planned underspend achieved in preparation for future years savings targets. The early achievement in 14/15 has helped to net off non DSG overspends elsewhere in the Business Unit, particularly on SEN and Home to School Transport.
Head of Service - Education and Learning Service Support (Non-Trading)	2,439	0	2,439	166	(2,273)	
Head of Service - DSG	58	0	58	15	(43)	
Head of Service - Total	3,674	158	3,832	1,449	(2,383)	
School Organisation and Planning	8,281	(10)	8,271	8,642	371	The home to school transport budget continues to come under pressure due to rising costs, a lack of operators in key areas, and a shortage of school places in certain areas of the county. The final overspend is £0.370m, compared to £0.255m being forecast at Q3. Work has already been done to amend policy in order to minimise expenditure with further work now underway to contribute to future OOP savings targets.
School Organisation and Planning - WES Traded	0	(18)	(18)	(56)	(38)	
School Organisation and Planning - DSG	19,069	0	19,069	16,834	(2,235)	This variance is largely due to the underspend on the funded 2 year olds offer and the phased introduction of this new programme. Capacity building for Early Years providers and awareness raising for parents is still under way however we are one of the highest performing LAs in the country despite this underspend, which suggests the initial Government allocations were based on very optimistic initial take up. This underspend helped to net off the anticipated overspend on 3/4 years which produced a final overspend of £0.225m (£0.164m overspend reported at Q3)
School Organisation and Planning - Total	27,350	(28)	27,322	25,420	(1,902)	
Vulnerable Learners	8,965	85	9,050	9,949	899	SEN Transport is reporting a final overspend of £0.904m (an increase of £0.138m from the Q3 forecast of £0.766m). The overspends in SEN transport are intrinsically linked to the pressures being seen on the Vulnerable Learners DSG budgets for SEND provision and savings are being anticipated from the work being undertaken to reduce the DSG costs. Plans are also being considered alongside the Home to School transport budget to achieve the future OOP savings targets in both areas.
Vulnerable Learners - WES Traded	0	(141)	(141)	(331)	(190)	
Vulnerable Learners - DSG	33,749	0	33,749	39,043	5,294	The Vulnerable Learners DSG continues to see increased pressure on the demand led budgets for SEN provision. The biggest area of overspend is on the out of authority placements at £4.627. However the top up funding for both mainstream and SEN schools has also overspent by £1.141m. Steps required to control this are documented in the Vulnerable Learners Strategy and Vulnerable Learners Business Plan, however there will be a time lag before these measure have a financial impact A separate paper is being taken to Corporate Board outlining the plans to reduce this area of spend on 11th May.
Vulnerable Learners - Total	42,714	(56)	42,658	48,661	6,003	
Learning and Performance	2,224	(21)	2,203	2,223	20	Small underspends in Learning & Performance have been due to temporary staffing vacancies in the Learning Improvement team and reduced net costs in the Early Years training programme.
Learning and Performance - DSG	3,038	0	3,038	2,940	(98)	
Learning and Performance - Total	5,262	(21)	5,241	5,163	(78)	
Adult Community Learning	31	52	83	85	2	
Schools related residual	2,498	46	2,544	3,104	560	As reported at Q3 this overspend is as a result of higher than anticipated school redundancies and the continued pressure on previous years Primary School pensions. Unexpected abortive costs of £0.235m for the original capital scheme for the new AEN school have also been funded from this budget.
Schools related residual - DSG	2,615	0	2,615	2,488	(127)	
Schools related residual - Total	5,113	46	5,159	5,592	433	
Net Service Spending	84,144	152	84,296	86,370	2,074	
Non DSG	25,615	152	25,767	25,050	(717)	
DSG	58,529	0	58,529	61,320	2,791	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	717	717	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Early Years Pupil Premium Implementation	0	31	0	31	
SEND Earmarked Reserve	0	748	0	748	
Total	0	779	717	1,496	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/LA-A	Review of the School Planning Service with a view to reduction in staffing	75	75	75	75	75	75	75	75	75	75	Completed
OOP/LA-B	Review of the Schools Complaints Service with a view to reduction in staffing	75	75	75	75	75	75	75	75	75	75	Completed
OOP/LA-C	Education Psychology Service: This service delivers core funded and traded services. The proposal would see the trading target increased.	100	100	100	100	100	100	100	100	100	25	Completed
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	31	31	31	47	31	47	91	31	158	31	
OOP/LA-D	Restructure the current Assessment, Statementing and Review Service in line with the greater flexibility offered by the new SEN funding formula in schools.	0	0	0	250	0	170	250	0	250	0	
OOP/LA-E	The provision of a team of teachers to support the education of looked after children in schools would cease. The LA would continue to have a Virtual Head Teacher for Looked After Children in line with statutory responsibilities.	0	0	0	275	0	0	275	0	275	0	Alternative savings plan submitted through Savings Plan Refresh Form. The alternative savings plan meets all of the savings target.
OOP/LA-F	Transfer responsibility to the early years sector to monitor and drive its own improvement, including a restructure of links with Health Visitors and the prioritisation of children for free childcare.	0	0	0	446	0	0	446	0	446	0	Alternative savings plan submitted through Savings Plan Refresh Form
OOP/LA-G	Reduction in Transport Budget. This significant proposed reduction in the transport budget (including special needs transport) will require a change in policy and full consultation to inform changes. Provision for school crossing patrols to be retained.	0	0	0	2,300	0	0	4,300	0	6,300	0	Alternative savings plan submitted through Savings Plan Refresh Form
OOP/LA-H	Review of general support budget in line with the changes in services across the Business Unit	0	1,000	1,000	0	1,000	1,000	1,000	1,000	1,000	1,000	Alternative savings plan submitted through Savings Plan Refresh Form introduces a £1m target from 2016/17.
OOP-LA-I	The budget is held on behalf of the People Group and could be reduced through improved management of redundancies in schools. The agreement to cover these costs and the school process of producing a business case for redundancies need to be reviewed so that savings can be identified.	0	0	0	0	0	0	1,000	0	1,000	0	Alternative savings plan submitted through Savings Plan Refresh Form

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Target	Actual to Date	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Total	281	1,281	1,281	3,568	1,281	1,467	7,612	1,281	9,679	1,206	
	Target		281	281		3,568	3,568		7,612		9,679	
	Remaining Shortfall/(Over Achievement)		(1,000)	(1,000)		2,287	2,101		6,331		8,473	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10027000	Stratford Primary Places Alveston	1311	2	0	0	1,313	1,311	2	0	0	1,313	0	0	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	385	0	0	0	385	385	0	0	0	385	0	0	
10033000	Wellesbourne Library Phase 3 Childrens Centre	498	12	0	0	510	498	0	12	0	510	(12)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10044000	Warwick Newburgh Primary Extension	2,630	0	0	0	2,630	2,630	(25)	25	0	2,630	(25)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Childrens Centre	305	12	0	0	317	305	0	12	0	317	(12)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10051000	Stratford Primary Places The Willows Extension	703	1	0	0	704	703	1	0	0	703	(0)	(0)	
10056000	Shipston Primary School Phase 3 Childrens Centre	522	16	0	0	538	522	0	16	0	538	(16)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	610	16	0	0	626	610	1	15	0	626	(14)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10069000	Wolston Library Phase 3 Childrens Centre	178	4	0	0	182	178	0	4	0	182	(4)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	611	39	0	0	650	611	0	39	0	650	(39)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	(36)	12	0	0	(24)	(36)	0	12	0	(24)	(12)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10233000	Kingsbury Primary (Ph2) Children's Centre	(4)	4	0	0	0	(4)	0	4	0	0	(4)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10238000	Rugby, Oakfield (Ph2) Children's Centre	(5)	5	0	0	0	(5)	0	5	0	0	(5)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16

F Education & Learning

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	0	20	0	4,661	(20)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10254000	Leek Wootton, St John's (Ph2) Children's Centre	(12)	12	0	0	0	(12)	0	12	0	0	(12)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	0	0	0	190	(7)	(7)	Final unspent sum to be returned to E&L corporate pot and project closed off
10357000	Rugby Paddox Primary Amalgamation	1,772	79	0	0	1,850	1,772	0	79	0	1,851	(79)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,902	173	0	0	10,075	9,902	29	143	0	10,075	(143)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
10513000	Education Capital - Earmarked Capital Receipts	0	0	550	0	550	0	0	550	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	31,934	3,260	0	0	35,194	31,934	4,235	0	0	36,169	975	975	More funds than estimated spent by schools from their devolved budget.
10970000	CYPF Capital Minor Projects	617	11	0	0	628	617	85	0	0	702	75	75	Project increase relates to Heating mains works at Our Lady's Catholic primary. Full cost of project will be reimbursed by Diocese.
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	(0)	
11064000	The Willows Primary Extension (Pupil Places)	3,093	6	0	0	3,099	3,093	(56)	62	0	3,100	(62)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	274	1	0	0	275	274	(1)	1	0	274	(1)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11066000	St Michaels Primary Extension (Pupil Places)	559	2	0	0	561	559	2	0	0	561	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	1	12	0	1,328	(12)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	2	0	0	379	377	0	2	0	379	(2)	(0)	
11069000	Sydenham Primary Extension (Pupil Places)	1,745	14	0	0	1,760	1,745	(13)	27	0	1,759	(27)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11070000	Emscote Infants Extension (Pupil Places)	682	31	0	0	713	682	6	25	0	713	(25)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11071000	Shipston Primary Alterations (Pupil Places)	464	16	0	0	481	464	16	0	0	481	(0)	(0)	
11073000	All Saints Junior Extension (Pupil Places)	79	727	144	0	950	79	719	153	0	950	(9)	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	1	0	0	1,710	1,709	0	1	0	1,710	(1)	(0)	
11076000	Schools Access Initiative Block Header	402	593	0	0	995	402	494	107	0	1,004	(99)	8	Addition of £8.5k LCVAP funding. Slippage due to the number of pupils and the extent of adaptations needed to meet their needs was less than anticipated.
11102000	Newdigate Primary (Pupil Places)	878	25	0	0	903	878	0	25	0	903	(25)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11103000	Long Lawford Primary (pupil places)	1,073	7	0	0	1,081	1,073	7	0	0	1,081	(0)	(0)	

F Education & Learning

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11105000	Lillington Primary (Pupil Places)	843	956	0	0	1,799	843	925	30	0	1,799	(30)	(0)	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	3,731	18	0	0	3,749	3,731	3	15	0	3,749	(15)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11108000	Oakfield Primary	2,844	20	0	0	2,864	2,844	20	0	0	2,864	0	0	
11173000	Wolston St Margarets extension (pupil places)	81	664	15	0	760	81	728	0	0	809	64	49	Design changes and project delays encountered on-site have caused overspend
11174000	Kingsway Pri extension and reorg (pupil places)	602	419	0	0	1,021	602	384	35	0	1,021	(35)	(0)	Electrical sub station now to be constructed in 2015/16
11175000	Newburgh Primary additional hall / studio space	465	10	0	0	475	465	10	0	0	475	(0)	(0)	
11177000	Schools Access Initiative 2012/13 block header	696	8	0	0	704	696	6	12	0	714	(2)	10	Addition of £10k LCVAP funding. Slippage due to the number of pupils and the extent of adaptations needed to meet their needs was less than anticipated.
11178000	Woodlands School (improve facilities)	308	0	0	0	308	308	(12)	12	0	308	(12)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11180000	Welcombe Hills vehicle access alterations	8	62	380	0	450	8	0	442	0	450	(62)	(0)	Planning issues have caused delays to the programme, expenditure now in 2015/16
11181000	Temporary classroom replacement	0	82	0	0	82	0	0	0	0	0	(82)	(82)	Final unspent sum to be returned to E&L corporate pot and project closed off
11182000	Ilmington Pri replace temporary classrooms	595	2	0	0	597	595	0	2	0	597	(2)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11183000	Clifton upon Dunsmore replace temporary classrooms	609	531	0	0	1,140	609	461	70	0	1,140	(70)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	3	0	0	510	507	0	3	0	510	(3)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11199000	Budbrooke Pri extension (pupil places)	432				432	432	(8)	8	0	432	(8)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11200000	The Ferncumbe extension (pupil places)	320				320	320	(30)	30	0	320	(30)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11202000	Quinton Pri expansion (pupil places)	283	958	0	0	1,241	283	930	28	0	1,241	(28)	(0)	
11203000	St Giles Pri parking & pedestrian issues (H&S)	44	1	0	0	45	44	0	0	0	44	(1)	(1)	Final unspent sum to be returned to E&L corporate pot and project closed off
11204000	Tysoe temporary classroom replacement	45	231	5	0	282	45	222	15	0	282	(9)	0	
11205000	Water Orton temporary classroom replacement	7	0	247	0	253	7	0	247	0	254	0	0	
11206000	Telford Infants temporary classroom replacement	262	26	0	0	288	262	3	22	0	287	(22)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11207000	Telford Junior temporary classroom replacement	213	31	0	0	244	213	5	26	0	244	(26)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	0	7	0	425	(7)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16

F Education & Learning

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11210000	Exhall Cedars Inf temporary classroom replacement	272	18	0	0	290	272	13	5	0	290	(5)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11211000	Coten End Primary expansion (pupil places)	601	2,169	115	0	2,884	601	1,839	444	0	2,884	(329)	(0)	Project still on-site. Phases of work changed so more expenditure in 2015/16
11247000	2 Year Old Offer - Capital Funding	246	440	0	0	686	246	398	65	0	709	(42)	23	Slippage due to tenancy issues with one of the nurseries in receipt of funding. Additional spend to be met by revenue funding.
11249000	Bishopton School extension - targeted basic need	6	370	2,324	0	2,700	6	99	2,596	0	2,700	(272)	0	Feasibility issues have caused delays to programme, expenditure to come in 2015/16
11250000	Brooke School extension - targeted basic need	3	918	529	0	1,450	3	911	536	0	1,450	(7)	0	
11252000	Henry Hinde Infant School extension - targeted basic need	9	0	0	0	9	9	(9)	0	0	(0)	(9)	(9)	Cancelled project, all costs moved to revenue
11253000	Lapworth School extension - targeted basic need	8	332	310	0	650	8	206	437	0	650	(127)	0	Project still on-site. Phases of work changed so more expenditure in 2015/16
11255000	Paddox School extension - targeted basic need	7	1,028	1,615	0	2,650	7	289	2,353	0	2,650	(738)	(0)	Planning issues have caused delays to programme. Project now on-site. Phases of work changed so more expenditure in 2015/16
11256000	St Michael's CE School extension - targeted basic need	0	262	100	0	362	0	267	95	0	362	5	(0)	
11257000	Welcombe Hills School extension - targeted basic need	2	368	580	0	950	2	24	925	0	950	(345)	0	Phases of work changed so more expenditure in 2015/16
11258000	New AED School - targeted basic need	8	1,742	4,750	0	6,500	8	212	0	0	220	(1,530)	(6,280)	Initial project costs, remaining budget moved to new project code (11350000) to reflect revised solution.
11260000	St Marys Southam Fire damage	4	196	0	0	200	4	166	29	0	200	(29)	(0)	Phases of work changed so more expenditure in 2015/16
11261000	Shipston High extension (pupil places)	4	1,173	470	23	1,670	4	1,392	275	0	1,670	219	0	Phases of work changed so more expenditure incurred in 2014/15
11262000	Cawston Grange extension (pupil places)	4	845	1,802	0	2,650	4	597	2,049	0	2,650	(248)	(0)	Phases of work changed so more expenditure in 2015/16
11263000	Long Lawford extension (pupil places)	3	494	478	0	975	3	231	741	0	975	(263)	(0)	Phases of work changed so more expenditure in 2015/16
11264000	Henry Hinde Junior School extension (pupil places)	0	0	0	0	0	0	0	0	0	0	0	0	
11265000	Milby Primary extension (pupil places)	3	0	0	0	3	3	(3)	0	0	(0)	(3)	(3)	Cancelled project, all costs moved to revenue
11266000	St Benedict's extension (pupil places)	142	25	0	0	167	142	0	25	0	167	(25)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16
11267000	2013-14 Schools Disability Access block header	0	468	106	0	574	0	195	381	0	576	(273)	2	Addition of £2.4k LCVAP funding. Slippage due to the number of pupils and the extent of adaptations needed to meet their needs was less than anticipated.
11268000	Queen Elizabeth - contribution to PSBP re extra pupil places	0	0	0	0	0	0	0	0	0	0	0	0	
11269000	Woodlands Special School (pupil places)	10	385	0	0	395	10	352	33	0	395	(33)	0	Phases of work changed so more expenditure in 2015/16
11270000	Shipston Primary extension	1	89	0	0	90	1	12	77	0	90	(77)	0	Design issues have caused delays to the programme
11271000	Alcester St Nicholas Academy extension	6	314	0	0	320	6	305	10	0	320	(10)	0	
11313000	New primary provision at Aylesford school - TBN	0	620	2,380	0	3,000	0	786	2,214	0	3,000	166	0	Phases of work changed so more expenditure incurred in 2014/15
11319000	Eastlands Primary temporary classroom	0	50	30	20	100	0	102	0	0	102	52	2	Payments all in 2014/15 rather than over 3 years
11320000	Shipston High temporary classroom	0	105	75	0	180	0	79	101	0	180	(26)	0	Phases of work changed so more expenditure in 2015/16

F Education & Learning

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11321000	Long Lawford Pri temporary classroom	0	105	75	0	180	0	185	0	0	185	80	5	Payments all in 2014/15 rather than over 2 years
11322000	Whitnash primary basic need provision	0	100	550	0	650	0	21	629	0	650	(79)	0	Phases of work changed so more expenditure in 2015/16
11323000	Boughton Leigh Jnr basic need provision	0	45	255	0	300	0	27	273	0	300	(18)	(0)	Phases of work changed so more expenditure in 2015/16
11331000	Newburgh Primary School - New Play Area	0	28	123	0	150	0	11	139	0	150	(17)	(0)	Phases of work changed so more expenditure in 2015/16
11340000	Paddox School temporary classroom	0	0	0	0	0	0	0	0	0	0	0	0	Close this project as duplicate
11345000	Paddox Primary School - New Temporary Classroom	0	100	0	0	100	0	0	100	0	100	(100)	0	Works to now take place in 2015/16
11346000	Brooke School - Conversion of Existing Spaces	0	0	0	0	0	0	0	400	100	500	0	500	Project approved Cabinet 27/1/15
11348000	Southam St James - Fencing to School Boundary	0	0	0	0	0	0	45	5	0	50	45	50	Project approved Cabinet 27/1/15
11350000	New AEN School (Former Manor Park)	0	0	0	0	0	0	13	6,267	0	6,280	13	6,280	New project code to reflect amended project solution (per 11/12/14 report to Cabinet) - linked to project 11258000.
11351000	BEDWORTH/Former Bridgeway CSS Centre - New KS2 Annex For All Saints CE Infant School	0	0	0	0	0	0	80	1,120	200	1,400	80	1,400	Project approved Cabinet 27/1/15
		84,053	21,937	18,359	43	124,392	84,053	17,999	25,040	300	127,392	(3,939)	2,999	

Results for Key Business Performance Measures April 2014 to March 2015

Children & Young People achieve high standards & realise their full potential regardless of their circumstances or location (narrowing the outcome gaps for vulnerable groups)

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
1.3	Closing the Gap - Attainment Key Stage 2 (Primary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving level 4 or above in reading, writing and maths*	23% AY 2012/13	18% AY 2013/14	20% AY 2013/14	Red	The gap has reduced by 3 percentage points to 20% but is slightly behind the target reduction of 5%. The national gap in 2014 was smaller at 17%.
1.4	Closing the Gap - Attainment: Key Stage 4 (Secondary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving 5 or more A*-C grades including English & Maths*	32% AY 2012/13	25% AY 2013/14	33% AY 2013/14	Red	The gap in performance of Warwickshire disadvantaged achieving 5 GCSEs A*-C compared to Warwickshire non disadvantaged is not closing, it increased by 1% to 33% in 2014. This is 5 percentage points above national gap which is 27%. Closing the Gap has been identified as a major area for development and a strategy is being developed and a project has been established.

Young people engage in further education, employment and training on leaving school

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
1.11	Percentage of 16 to 19 year olds who are not in education, employment or training (NEET)	3.6% (Nov 12, Dec 12 & Jan 13)	3% (Nov 13, Dec 13, Jan 14)	5.5% (Nov 13, Dec 13, Jan 14)	Red	The final figure for Nov 14, Dec 14 and Jan 15 has been released early and Warwickshire stands at 5.1% (920 estimated young people). This is a fall of 0.4% from 5.5% for Nov 13, Dec 13 and Jan 14.

Children & young people are educated in schools judged to be good or outstanding

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
2.1	Percentage of Early Intervention Service (EIS) subscribing schools judged to be good or outstanding by Ofsted for Behaviour	82%	85%	90.90%	Green	A total of 44 schools supported by EIS were inspected this year and 40 achieved good or better for behaviour. In Q4 10 schools were inspected and all achieved good or better.
Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
2.2	Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted	72%	75%	80%	Green	Data released in December reports on the position at August 2014, it reports 80% of Warwickshire pupils are attending good or outstanding schools. This places Warwickshire 5% ahead of its target, 4th amongst its 11 statistical neighbours and above the national figure of 78%.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing and Communications	416		416	347	(69)	Over achievement of income.
Customer Contact	2,450		2,450	2,501	51	The Warwickshire Local Welfare Scheme was overspent by £16,435. The remainder of the overspend was due to the provision of additional staff to manage the workload in the Supporting People Customer Service Team.
Customer Relations	220		220	236	16	
Face to Face (including Libraries and Registration Service)	4,113		4,113	3,914	(199)	£50k underspend in the Library Service relates to a revision in the project specification for card payments on self service kiosks in Libraries. A revised specification has been agreed which will cost less. The underspend in the Registration Service relates to an over achievement of income in the year.
Other Customer Services	867		867	461	(406)	This underspend is supporting significant projects including the Digital by Default, Adult Social Care Supporting People and Customer Relationship Management System integration projects. This underspend also funded the overspend in relation to the Supporting People Customer Service Team above.
Business Development	567		567	933	366	The overspend is in relation to development projects which are being funded by the Other Customer Service budget, see above.
Traded Services - Educational	(33)		(33)	(32)	1	
Traded Services - Non Educational	(112)		(112)	(38)	74	Under achievement of income target in Print Services. The Service is reviewing its current service offer and looking at alternative sources of income.
Net Service Spending	8,488	0	8,488	8,322	(166)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	182	182	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Warwickshire Local Welfare Scheme	663	95	(16)	742	
Total	663	95	166	924	

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

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Final Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	824	788	824	788	788	
CW-CL-01 and 12	Customer Relations	50	50	50	50	50	
CW-CC-02	Library Services reconfiguration	471	471	621	621	621	
CW-CC-03	Integrated Model for Communications	93	129	93	129	129	
	Total	1,438	1,438	1,588	1,588	1,588	
	Target		1,438		1,588	1,588	
	Remaining Shortfall/(Over Achievement)		0		0	0	

2014/15 to 2017/18 Savings Plan

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

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	150	303	501	48	0	0	453	501	0	0	
10624000	Libraries Radio Frequency Identification	894	(7)	0	0	887	894	(7)			887	(0)	(0)	
10631000	Library Modernisation Linked To Best Value	331	0	0	0	331	331	1			332	1	1	
10645000	One-Stop Shops Expansion Programme 2009/10	0	44	226	0	270	0	0	205	65	270	(44)	1	Projects delayed including new Southam and refurbishing ground floor at Kenilworth Libraries
11040000	Improving the Customer Experience/One Front Door Improvements	41	185	600	2,224	3,050	41	141	400	2,467	3,049	(44)	(0)	See above
11293000	Community Information Hubs	0	81	19	0	100	0	47	64	0	111	(34)	11	There has been a delay in the installation of some of the hubs for the following reasons: permission needed to be obtained from partners and sourcing a suitable supplier who could provide the secure bespoke hubs. In addition the increase in the overall project relates to a revenue contribution from the Registration Service for one hub.
11332000	Purchase of new transit van reg no. YR14 ZSN	0	14	0	0	14	0	14	0	0	14	(0)	(0)	
		1,314	317	995	2,526	5,152	1,314	196	669	2,985	5,164	(120)	12	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to date	Actions to be taken
KBM	% increase in customer overall satisfaction	High	Quarterly	80%	80%	Green	For 2014/15 report card, this measure is based on current customer satisfaction with campaigns delivered.	
KBM	% increase in customer satisfaction levels with the quality of service provided	High	Quarterly		Retained	Green	Linked to maintaining customer service excellence standard. We are reporting green against this measure for 2014/15. This will be collected as part of Resources Group Annual Survey and reported by year end. Would expect to see an improvement on previous results	
KBM	% of business cases that are commissioned to deliver against clearly defined outcomes	High	Quarterly	100%	100%	Green		
KBM	Services are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green		
KBM	Customer satisfaction with ease of access to services	Plan	Quarterly	Achieved	Achieved	Green	This will be collected as part of Resources Group Annual Survey and reported by year end. Would expect to see an improvement on previous results	Identify baseline from previous results
KBM	% staff satisfied with the council as an employer	High	Quarterly	71%	72%	Amber	Compared to the ORC Benchmarking Median, results for the Business Unit are slightly below the benchmarking median for this measure	Actions will be implemented to improve 2015 staff survey results
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	80%	80%	Green	Learning & Development in the majority of areas is on target. The plan for the Customer Service Centre will need to be revisited.	CSC Learning & Development plan being revised
KBM	% staff expressing satisfaction with their manager as a leader	High	Quarterly	34.70%	43%	Red	Compared to the ORC Benchmarking Median, results for the Business Unit are below the ORC benchmarking median for the measure on Snr Managers providing effective leadership	Actions will be implemented to improve 2015 staff survey results
KBM	All business unit key activities are delivered on time and within budget	High	Quarterly	100.00%	100%	Green		
KBM	Staff have access to resources that allow them to do their job	Plan	Quarterly	68.90%	65%	Green	Compared to the ORC Benchmarking median for this measure, Customer Services is well above the benchmark set	
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green		
KBM	Budgets within -2%/+0	Plan	Quarterly	-1.95%	less than 2%	Green	Overall budget on target.. However, underachievement of income in Print Unit. Overspends in Customer Contact and Business Development will be supported by Other Customer Services budget to support critical projects.	Business case on future priorities for the Print Unit is currently being revised
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	1%	1%	Green		
KBM	Service standards published for all services	100	Quarterly	Achieved	Achieved	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly		100%	Green		
KBM	Standards for complaint handling are met	100	Quarterly	21% ASC, 15% CSC, 45% general	80% ASC, 60% CSC, 80% general	Red	Proactive dialogue is taking place with colleagues in People Group and Communities Group regarding the non-compliance of the standards. There is an action plan being monitored by each respective GLT. Elected members are also being kept informed of the action plan.	
KBM	Maintain Customer Excellence Accreditation to ensure effective management of customer expectations	Plan	Quarterly	Maintained	Maintain	Green		
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	68.90%	65%	Green	Compared to the ORC Benchmarking median for this measure, Customer Services is well above the benchmark set	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Yes	Green	All reports to Members are prepared and circulated on time and in accordance with CMIS	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	N/A	TBD	N/A	This measure is currently unavailable and is an organisational health measure	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly		0		Information provided by Law & Governance and held centrally as part of Organisational Health Measures	
KBM	All Resources Group business Units key activities are delivered on time and within budget	100	Quarterly	100%	100%	Green		
KBM	Risks identified are managed and reviewed monthly	High	Monthly	To Plan	To Plan	Green	Performance has been reported in accordance with Magique.	The risks identified for Customer Service continue to be reviewed and monitored on a regular basis.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	223		223	284	61	The main reason for the underspend was due to delays in recruiting to posts (a Chief Accountant post in Corporate Finance and vacancies in the People Group finance team). Some of this is being covered by temporary staff so that service standards can be maintained. Posts in Procurement were held pending OOP savings to be delivered in 2016/17. A lower than anticipated overhead charge has meant we have recovered less from the Pension Fund (hence the overspend in the Treasury / Pensions area), creating a real spending pressure for future years. Traded services (Payroll and Schools Finance) exceeded their surplus targets.
Corporate Finance and Advice	665		665	569	(96)	
Treasury, Exchequer, Finance Systems, Pensions	408		408	614	206	
Communities Group and Fire & Rescue Local Finance, Procurement	778		778	674	(104)	
People Group Local Finance, Financial Benefits & Advice	1,854		1,854	1,770	(84)	
Resources Local Finance, Schools Strategy & Support, Payroll	710		710	736	26	
Traded Services - Education	(234)		(234)	(262)	(28)	
Traded Services - Non Education	(190)		(190)	(203)	(13)	
Net Service Spending	4,214	0	4,214	4,182	(32)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	32	32	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Finance Training Reserve	0	95	0	95	
Total	0	0	32	127	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/FIN-A	The reduction of financial advice and support to Managers and Members	211	211	211	211	211	211	211	211	211	211	Redundancy made later than planned, so there was not a full year effect in 2014/15 (but will be thereafter). One-off shortfall was met from underspend elsewhere in the Business Unit.
OOP/FIN-B	Charge district councils for payroll services previously delivered free	40	40	40	40	40	30	40	30	40	30	This was not an issue for 2014/15, but Nuneaton & Bedworth and Warwick have since transferred their payroll requirements to Coventry, so this impacts on 2015/16, where compensating savings or additional income will need to be found from either further reductions in financial support to managers and members, or generating further income (we have been successful in securing a payroll contract with Hereford & Worcester Fire service).
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs	0	0	0	250	0	0	327	327	327	327	Propose putting the original savings proposal back from 2015/16 to 2016/17, to better respond to the Care Act implementation (where there is considerable uncertainty regarding additional transactional activity) and to maximise efficiencies from Agresso (where we are still generating efficiencies, but need additional time to reconfigure processes)
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost	0	0	0	0	250	260	173	173	422	432	Proposal is to bring forward a proportion (£250k) of this savings proposal to offset OOP/FIN-C above, by more pro active management of cash with a broader range of institutions, whilst retaining liquidity and being prudent.
Total		251	251	251	501	501	501	751	741	1,000	1,000	
Target			251	251		501	501		751		1,000	
Remaining Shortfall/(Over Achievement)			0	0		0	0		10		0	

2014/15 to 2017/18 Capital Programme

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

Results for Key Business Performance Measures April 2014 to March

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to Date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green	Delivered savings of £250k in line with OOP.	
KBM	Budgets within -2%/+0	Plan	Quarterly	-0.79%	Under 2%	Green	There were a number of individual variances (highlighted in the outturn position for the Business Unit), but overall the variation of £32k was within the 2% target.	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	on track	Achieved	Green	Both Payroll and Schools Finance delivered agreed financial targets.	
KBM	Service standards published for all services	100	Quarterly	Achieved	Achieved	Green	Service standards were in place and published for start of the financial year.	
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	Achieved	Achieved	Green	Based primarily on single business case around payroll / HR for 2014 / 2015.	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	4%	2% improvement	Green	Based on 2013 customer survey for local finance, procurement, payroll and pensions.	
KBM	Services are delivered on time and within budget	100	Quarterly	Achieved	Achieved	Green	All key measures were met and delivered within budget.	
KBM	% Customer Satisfaction levels	High	Annually	68%	66%	Green	Based on 2013 customer survey for local finance, procurement, payroll and pensions.	

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to Date	Actions to be taken
KBM	% Customer satisfaction with ease of access to services	High	Annually	89%	80%	Green	Based on 2013 (meet your needs) question, including "neutral" response - last available data.	
KBM	% staff satisfied with the council as an employer	High	Annually	82%	77%	Green	2014 survey, compared with Group average.	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Annually	Partial	Achieved	Amber	Partly achieved, but need to identify how to better capture the data.	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	76%	76%	Green	Based on Q22 of staff survey.	Review management competencies as part of appraisal process
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	Currently on target to deliver all key measures within budget within the Finance Business Unit	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	77%	71%	Green	Based on average of Q7 and Q8 of 2014 staff survey.	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	Based on no finance led reports being late to either Corporate Board or Cabinet / Council.	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	Achieved	TBD	N/A	This is a new measure - methodology being developed	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0%	Green	Judicial Review found in favour on the budget issues.	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Partly Achieved	Achieved	Amber	Steps are now in place to review risks monthly, but this was not in place at the beginning of the year.	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,529		1,529	1,434	(95)	Vacancies held against future years savings. Changes to Occ Health provision and demand
Human Resources Service Centre	1,347		1,347	1,239	(108)	Transformation funding and vacancies help ahead of savings
Business Partners and Learning and Organisational Development	2,063	136	2,199	2,089	(110)	Changes in demand for Social Care L&D and delayed delivery of initiatives
Human Resources Head of Service	519		519	694	175	Funding for redundancies and Trade Union resource
Traded Services - Education	(72)		(72)	(81)	(9)	Changes to charging and income generation
Traded Services - Non Education	(100)		(100)	32	132	Delivery of transformation and project resource costs
Net Service Spending	5,286	136	5,422	5,407	(15)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	(10)	(10)	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Growing for Growth Apprenticeship Scheme	633	0	25	658	
Total	633	0	15	648	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/HR-A	Review of processes and reduction in the administration of pay and pensions	61	61	61	61	61	61	61	61	61	61	
OOP/HR-B	Reduce the demand for HR professional support in line with reduction in size of the council and associated staff reductions. Proposed reduction in demand will be delivered through development and implementation of competency framework for managers to manage staff performance more effectively, more use of e-learning and self directed learning.	30	30	30	30	30	30	30	30	30	30	
OOP/HR-C	Cessation of the staff survey scheme and introduction of alternative means of gathering staff feedback.	12	12	12	12	12	12	12	12	12	12	
OOP/HR-D	Reduction in the Learning & Development Budget to support the social care and general workforce. Savings to be achieved by increased e-learning, self directed learning, managing demand.	63	63	63	120	63	120	143	143	235	235	
OOP/HR-E	Reduction and changes in provision of HR policies in line with legislative frameworks which support the Council's business objectives and allow managers to manage their staff and risks more effectively with the need for limited HR support.	10	10	10	10	10	10	10	10	10	10	
OOP/HR-F	Reduction in the provision of advice and support to all managers on the full range of HR policies and there implementation at operational level and associated reduction in posts	40	40	40	40	40	40	40	40	80	80	
OOP/HR-G	Reduction in administrative support and more effective management of outputs as a result of changes to both the production of written health and safety policies and standards, and advice and guidance documentation to managers and employees to discharge their own moral and statutory health and safety responsibilities.	10	10	10	10	10	10	10	10	10	10	
OOP/HR-H	Reduction in the provision of face to face HR transactional support and procedural advice to schools and other local authorities through the use of on-line forms and more self service to schools. Alternative models for delivery of the service as well as increasing the traded services offer to schools.	70	70	70	70	70	70	70	70	70	70	
OOP/HR-I	Scaling back the management of employment records through the introduction of electronic records and manager self service and associated staff reductions	0	0	0	43	0	43	43	0	43	0	
OOP/HR-J	Scaling back the production of HR data reporting through the use of improved electronic systems including digital by default.	0	0	0	43	0	43	86	0	86	0	
OOP/HR-K	Manage demand down for the service in line with the staffing reductions across the Council by embedding the processes and systems to manage the pay and allowances framework as well as reducing the demand for support in the operation of the framework and processes.	0	0	0	61	0	61	61	0	61	0	

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

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green	See OOP Savings report	
KBM	Budgets within -2%/+0	Plan	Quarterly	0.29%	Achieved	Green	See budget	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	Achieved	Achieved	Green	See traded budget report	
KBM	Service standards published for all services	100	Quarterly	Achieved	delivered	Green	Completed	
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	Achieved	delivered	Green	achieved	
KBM	Increase in customer satisfaction with the quality of service provided	High	Quarterly	Achieved	N/A	N/A	RG Survey not undertaken yet	
KBM	Services are delivered on time and within budget	100	Quarterly	Achieved	delivered	Green	achieved	
KBM	% Customer Satisfaction levels	High	Quarterly	Achieved	N/A	N/A	RG Survey not undertaken yet	
KBM	Customer satisfaction with ease of access to services	High	Quarterly	Achieved	N/A	N/A	RG Survey not undertaken yet	
KBM	% staff satisfied with the council as an employer	High	Annually	72%	72%	Green	Decreased 1.4% from 2012	Pulse survey to be undertaken 2015-16
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	68%	68%	Green	Increased by 1.2% from 2012	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	45.7	46%	Amber	increased by 1.5% from 2012	
KBM	All Business Units key activities are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	achieved	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	74.6	75%	Amber	improvements to HRMS are assisting in delivery of this	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	achieved	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly		N/A	N/A	This is a new measure - methodology being developed	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	Achieved	Achieved	Green	achieved	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Green	achieved	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	160		160	168	8	
Going for Growth - BDUK	97	(38)	59	59	0	
Members Support	34		34	17	(17)	Members equipment has been able to extend into a third year of usage with minimal need to replace
Strategy and Programme & Innovation	886		886	869	(17)	
Corporate ICT Development	1,465		1,465	1,489	24	
Customer and Supplier Services	2,087		2,087	2,033	(54)	This was made up of a £33k underspend primarily due to vacancies ahead of losing 3 posts for savings plan delivery and a £14k over recovery in the printing arena
Production Services	2,709		2,709	2,728	19	
Systems Design & Architecture	1,273	445	1,718	1,672	(46)	This was made up primarily due to posts frozen as part of a restructure ahead of Oop savings
Network Services	1,570		1,570	1,695	125	This relates to additional costs due to delays in the new WAN implementation, and additional investment in wi-fi to support flexible working
Information Management	358		358	331	(27)	
Traded Services - Education	8		8	(263)	(271)	Successful trading with schools in the ICT arena led to a surplus
Traded Services - Non Education	(8)		(8)	(12)	(4)	
Net Service Spending	10,639	407	11,046	10,786	(260)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Information Assets usage of Schools PFI Project	200	0	0	200	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
WAN Investment	625	(300)	0	325	
Going for Growth (BDUK)	428	603	0	1,031	
Service savings	0	0	260	260	
Total	1,253	303	260	1,816	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	100	100	100	217	0	217	334	0	451	0	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	300	300	300	379	0	379	379	0	429	0	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	35	35	35	105	0	105	209	0	314	0	
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	108	108	108	215	0	215	323	0	381	0	
OOP/IA-E	Reducing the cost of developing, maintaining, and quality assuring the implementation of the ICT Strategy to ensure WCC gets maximum benefit from new ICT opportunities.	16	16	16	16	0	16	16	0	16	0	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	0	0	0	100	0	100	252	0	252	0	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	0	0	0	35	0	35	107	0	142	0	
OOP/IA-H	Scale back the central purchasing function for all ICT equipment, desktop application software, mobile devices, network points, internal telephone extensions, and various other goods and services.	0	0	0	0	0	0	14	0	14	0	
OOP/IA-I	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	0	0	0	0	0	0	0	0	43	0	
OOP/IA-J	Reductions in the service management and business liaison service that leads on the development and maintenance of relationships between ICT and other Services, increasing the alignment of ICT to WCC front line services and the return on our overall ICT investment.	0	0	0	0	0	0	0	0	41	0	
OOP/IA-K	Scale back the records management service that provides advice to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	0	0	0	0	0	0	17	0	
	Total	559	559	559	1,067	0	1,067	1,634	0	2,100	0	
	Target		559	559		1,067	1,067		1,634		2,100	
	Remaining Shortfall/(Over Achievement)		0	0		1,067	0		1,634		2,100	

2014/15 to 2017/18 Capital Programme

Agresso Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15	2015/16	2016/17 and later £'000	Total	Earlier Years	2014/15	2015/16	2016/17 and later £'000's	Total	Variance in Year £'000's	Total Variance £'000's	
			£'000's	£'000's		£'000's		£'000's	£'000's		£'000's			
10363000	Property Systems Development	157	43	0	0	200	157	44	70	0	271	1	71	Further project expenditure was agreed by the ICT Strategy Board on 1st April 2015. This is to be funded from Revenue.
11121000	Development of Rural Broadband	335	4,360	7,759	9,794	22,249	335	4,842	7,278	9,794	22,249	482	0	Phase 1 project milestones have been achieved earlier than planned.
11238000	Infrastructure e - government	223	0	0	0	223	223	190	0	0	413	190	190	2014-15 infrastructure expenditure which has been funded from revenue.
		716	4,403	7,759	9,794	22,672	716	5,076	7,348	9,794	22,934	673	262	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to Date	Reparative Actions
KBM	Major IT development projects are delivered to time and to budget	Plan	Quarterly	Achieved	Achieved	Green	No issues identified in Programmes	
KBM	The Capital Programme is delivered to time and on budget	Plan	Quarterly	Achieved	Achieved	Green	BDUK project ahead of schedule. Changes are due to extension of the Project with Phase 2 and use of funding for this. Phase 2 budget also further increased in Budget in Feb 2015	
KBM	Service Standards published for service	Plan	Quarterly	Achieved	Achieved	Green	Produced but not widely publicised, to be reviewed as part of a wider Resources approach	
KBM	% of Business Cases that are commissioned to deliver against clearly defined outcomes	High	Quarterly	Not achieved	100%	Amber	There is room for improvement here although Programme Boards approving projects with more limited definition.	
KBM	Services are delivered on time and to budget	Plan	Quarterly	Achieved	Achieved	Green	IA is within budget and have seen improvement in Customer Satisfaction Survey score.	
KBM	% staff satisfied with the council as an employer	High	Annually	69.3	>2013/14	Green	Increase of 3.3% to 69.3% for Overall, I am satisfied working for Warwickshire County Council	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	60.8	>2013/14	Green	4.5 % increase to 60.8% for I am satisfied with the training and development I receive in my current job	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	69.6 & 73.4	Achieved	Amber	4% increase to 69.6% for My immediate manager motivates and inspires me to be more effective in my job. But 5.8% decrease to 73.4 for I have confidence in my immediate manager.	
KBM	All Resources Group business unit key activities are delivered on time and within budget	High	Quarterly	Partial	100%	Amber	Do not believe all will be completed to the ORIGINAL date	
KBM	Staff have access to resources that allow them to do their job	Plan	Annually	Achieved	>2013/14	Green	Increases in a range of scores related to this in the SOCITM Survey	
KBM	Information required by decision makers is dispatched in timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	All reports are submitted on time and in accordance with CMIS timetable	
KBM	Average time taken by Members and Senior Officers to make formal decisions.	Plan	Quarterly	N/A	TBD	N/A	New measure - methodology being developed	
KBM	Number of adverse decisions from legal challenges is low.	Low	Quarterly	0	0	Green		
KBM	Overall availability of ICT network	Plan	Quarterly	0	<14	Green	No major incidents in first 9 months. Within Target. Two incident in Quarter 3 but neither impacted over 10% of staff	
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green	All savings achieved for start of 2014/15 budgets	

J Information Assets

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to Date	Reparative Actions
KBM	Budgets within -2%/+0	Plan	Quarterly	-2.34%	-2%/0	Red	Recurring Corporate budgets on target, will be using Reserves to both carry forward for BDUK and draw down for PSN.	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	TBC	>0%/<5%	Red	By achieving our planned surplus we will exceed the 5% threshold.	Targeted Traded Surplus in WES IT arena now being delivered following reviews of service offering, prices and staffing levels.
KBM	The Digital by Default Programme is delivered on time and to budget	Plan	Quarterly	On target	On target	Green	On target to deliver in accordance with agreed deliverables - Programme now managed within CSS	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	5.65	5.6	Green	5.65 is an increase from last years score, and we are just 0.01 out of the score got the top 10% of Councils	
KBM	% Customer satisfaction with ease of access to services	High	Quarterly	5.51	>2013/14	Green	Score for Does the ICT provided allow you to work flexibly? Up from 2013 and we have the highest score of any of the 60 Councils that Benchmark	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Green	Currently managing and monitoring risks on a quarterly basis	Need to increase frequency from Quarterly to Monthly
KBM	The BDUK project is delivered on time and to budget	High	Quarterly	Achieved	Achieved	Green	Total Homes passed more than 3 months ahead of schedule with over 30,414 already delivered. Contract 2 (Part1) signed on 30th January with a further £4m investment plus an additional £4.5m committed for Contract 2 (Part 2).	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	485		485	418	(67)	Staffing vacancies filled part year and reduced spend on member training
School Governor Services	82		82	63	(19)	Manager vacancy filled part year with associated impact on level of school interventions for that period.
Insurance, Internal Audit and Risk Management	500	(48)	452	374	(78)	£48k is in relation to The Warwickshire Counter Fraud Partnership Grant which is to be spent in 2015-16. The balance is as a result of vacancies not filled this year pending shared service with Worcestershire CC
Law and Governance Administration	0	14	14	3	(11)	
Legal Core	424		424	391	(33)	Minimised cost of responding to legal challenges
Traded Services - Educational	(62)	(14)	(76)	(62)	14	
Traded Services - Non Educational	(459)		(459)	(560)	(101)	Reduced staffing costs combined with greater income from external customers
Net Service Spending	970	(48)	922	627	(295)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	247	247	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Warwickshire Counter Fraud Partnership	0	48	48	96	
Total	0	48	295	343	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/LG-A	Reduce level of Internal Audit and Assurance Support	19	19	19	19	19	19	19	0	19	0	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	0	0	0	35	0	35	35	0	35	0	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	0	0	0	12	0	12	12	0	12	0	
OOP/LG-D	Increase External Income Potential through Legal Services	0	0	0	6	0	6	12	0	20	0	
OOP/LG-E	Reduce School Governance Support in light of changing relationship between Local Authority and Schools	0	0	0	0	0	0	12	0	12	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	0	0	0	24	0	24	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	0	0	0	3	0	3	0	
	Total	19	19	19	72	19	72	117	0	125	0	
	Target		19	19		72	72		117		125	
	Remaining Shortfall/(Over Achievement)		0	0		53	0		117		125	

Results for Key Business Performance Measures April 2014 to March 2015

Measures	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	Achieved	Achieved	Green	All L&G OOP targets delivered for year	
KBM	Budgets within -2%/+0	Plan	Quarterly	-31.91%	+0%/-2%	Red	The underspend has arisen from reduced staffing costs in Democratic Services and Legal Services combined with more legal income from external customers and receipt of CLG monies in audit for a successful anti-fraud bid which will not be spent until 2015/16	
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	Achieved	TBC	Green	The WES surplus target has been met.	
KBM	% Customer Satisfaction with WCC Councillors as Community Leaders	High	Annually	40%	TBC	N/A	We have used Quality of Life indicator to populate indicator for 2014/15. Target needs to be agreed for 2015/16.	
KBM	Service standards published for all services	100%	Quarterly	Not achieved	Achieved	Amber	Service standards drafted. Not all standards published outside of service	
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	100%	100%	Green	1 key business case related to Audit Service. Expected to deliver against outcomes	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Annually	100%	90%	Green	For Legal Services 100% of customers rates service as good or excellent.	
KBM	Services are delivered on time and within budget	100	Quarterly	Achieved	Achieved	Green	Business unit not overspending. No statutory or other key strategic deadlines missed to date	
KBM	% Customer Satisfaction levels	High	Annually	100	90	Green	For Legal Services 100% of customers rates service as good or excellent. This reflects the indicator above	
KBM	% Customer satisfaction with ease of access to services	High	Annually	100%	100%	Green	This indicator relates to timeliness taken from Legal Services Customer Survey	
KBM	% staff satisfied with the council as an employer	High	Annually	71%	76%	Amber	Same as 2013/14	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Annually	70%	69	Green	Training and development in job - 64% in 2012/13	
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	88%	69	Green	Confidence in immediate manager - 64% in 2012/13. Significant increase	
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	80%	90%	Amber	Based on % indicators in business plan completed - number of greens and ambers excluding this indicator	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	79%	79	Green	Information to do my job well - 74% in 2012/13	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	97%	80%	Green	To end of year 441 out of 455 reports were despatched on time. I	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	90%	90%	Green	From date of decision in Forward Plan to the decision being taken should be 6 weeks. Items that are deferred by officers or called in take longer. There have been 2 call-ins during the year and some items deferred to later meetings.	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	15	0	Red	All are LGO challenges (7 of which are blue badge applications). LGO has changed reporting categories which has had an impact	Head of Customer Service reviewing approach on blue badge applications. Performance on challenges now being reported to Corporate Board.
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Green	Risks reviewed periodically	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	843	(221)	622	857	235	£60k contribution to planning application costs for land at Europa Way. £137k contribution to additional buildings insurance costs. Remainder contribution to Property Rationalisation Programme Costs
Construction Services	1,873	95	1,968	1,977	9	
Facilities Management	9,858	(376)	9,482	8,518	(964)	Underspend on building rates and utility charges. Savings made by closing Wedgnoek House, which in future years will contribute to next years OOP savings target. Savings made to catering and cleaning services, again needed for future OOP savings
Estates and Smallholdings	(150)	180	30	73	43	Additional maintenance to Smallholdings stock
Asset Strategy	270	0	270	232	(38)	Better than forecasted fee income earned on the schools capital programme
Programme Management and Special Projects	115	712	827	1,085	258	Additional one off costs to deliver the North Warwickshire Local Centre. Property Rationalisation target achieved.
Traded Services - Education	(945)		(945)	(1,359)	(414)	Better than forecasted trading surpluses
Traded Services - Non Education	(183)		(183)	(247)	(64)	Better than forecasted trading surpluses
Net Service Spending	11,681	390	12,071	11,136	(935)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Planning Reserve	500	(180)	0	320	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Catering Equalisation Account	400	0	0	400	
Savings	0	0	935	935	
Total	900	(180)	935	1,655	

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

Reference	Savings Proposal Title	2013/14		2014/15		Final Outturn £'000	Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000		
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,602	1,602	2,386	2,386	2,386	
	Total	3,637	3,637	4,421	4,421	4,421	
	Target		3,637		4,421	4,421	
	Remaining Shortfall/(Over Achievement)		0		0	0	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/PA-A	Reduce feasibility budgets	68	68	68	68	68	68	68	68	68	68	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings)	210	210	210	250	0	250	250	0	1,000	0	
OOP/PA-C	Introduce a charge to staff for the use of WCC owned car parking facilities in the central Warwick area covering Barrack Street Car park, Cape Road Car Park and Saltisford Car Park.	10	10	10	50	10	50	80	10	100	10	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	8	8	8	14	8	14	18	8	20	8	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	15	15	15	47	15	47	87	15	127	15	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	5	5	5	11	5	11	18	5	23	5	
OOP/PA-G	Redesigning of the planning function to ensure service efficiencies including the reduction of posts	60	60	60	60	60	60	60	60	60	60	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	15	15	15	35	15	35	35	15	35	15	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	15	15	15	45	15	45	50	15	50	15	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	0	0	0	37	0	37	37	0	37	0	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	0	0	0	75	0	75	100	0	100	0	
OOP/PA-L	Deliver a 2 nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	0	0	0	350	0	350	1,050	0	1,600	0	
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	0	0	0	0	0	0	200	0	400	0	
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	0	0	0	0	0	0	50	0	80	0	
Total		406	406	406	1,042	196	1,042	2,103	196	3,700	196	
Target			406	406		1,042	1,042		2,103		3,700	
Remaining Shortfall/(Over Achievement)			0	0		846	0		1,907		3,504	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	714	211	0	0	925	714	0	0	0	714	(211)	(211)	Extra funding no longer needed remaining to be returned to Corporate
10972000	Planning Consent For Europa Way	331	94	0	0	425	331	113	0	0	445	20	20	Extra unexpected costs incurred due to planning permission resubmission needed
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	9,866	13	0	0	9,879	9,866	36	0	0	9,902	23	23	Delay in signing end of defects and retention payment release
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	60	1	0	0	61	60	3	0	0	63	2	2	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	25	500	225	750	0	30	500	220	750	5	(0)	Profile cost increased in 2014/15 due to procurement process associated with tender to secure operator for the facility
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	442	325	0	0	766	442	277	49	0	768	(47)	2	Works to lower ground floor still to be determined, hence slippage
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	432	0	0	0	432	432	0	0	0	432	0	0	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	2,611	889	0	0	3,500	2,611	972	0	0	3,584	83	83	Works relate to Saltisford B3 ground floor as part of corporate office project. Additional costs funded by revenue contributions and from block header
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	603	0	0	0	603	603	0	0	0	603	0	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	326	353	0	0	679	326	351	0	0	677	(2)	(2)	
11335000	Rationalisation of County Storage	0	2,900	1,100	400	4,400	0	2,695	1,305	400	4,400	(205)	0	Acquisition completion was not achieved until 31/1/15 therefore fit out costs have been delayed
11371000	Arden Centre, 120 Long Street, Atherstone - Fit out costs						0	340	0	0	340	340	340	RCCO funded project - per Deputy Leader report approved 23/3/15
11338000	Re-wire & refurbishment of Pound Lane Total	0	500	0	0	500	0	479	20	0	499	(20)	(0)	
Structural Maintenance														
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,985	2	0	0	1,987	1,985	(3)	0	0	1,982	(5)	(5)	Final accounts outturned differently to expected costs. £4,726 moved to 11226000
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,188	0	0	0	3,188	3,188	0	0	0	3,188	(0)	(0)	Final accounts outturned differently to expected costs. £473 moved to 11127000
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,841	1	0	0	1,841	1,841	0	0	0	1,841	(1)	(1)	Final accounts outturned differently to expected costs. £947 moved to 11226000
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,282	0	0	0	1,282	1,282	(7)	0	0	1,275	(7)	(7)	Final accounts outturned differently to expected costs. £6,829 moved to 11225000
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,835	12	0	0	5,848	5,835	(6)	0	0	5,829	(18)	(18)	Final accounts outturned differently to expected costs. £12,265 moved to 11145000 £6,495 moved to 11227000
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	291	(1)	0	0	289	291	(6)	0	0	285	(5)	(5)	Final accounts outturned differently to expected costs. £4,404 moved to 11224000
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	2,035	577	0	0	2,612	2,035	560	0	0	2,595	(17)	(17)	£2,475 moved to 11226000. Decrease in RCCO of £14,712.

L Physical Assets

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	1,237	81	0	0	1,318	1,237	40	0	0	1,277	(41)	(41)	Final accounts outturned differently to expected costs. £15,597 moved to 11039000 £25,169 moved to 11225000
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	5,876	125	0	0	6,001	5,876	133	0	0	6,009	8	8	Final accounts outturned differently to expected costs. £15,597 moved from 11038000. RCCO reduction of £7,761
11096000	Wark Barrack St Block - Roof Repl	195	0	0	0	195	195	(5)	0	0	190	(5)	(5)	Final accounts outturned differently to expected costs. £4,754 moved to 11226000
11142000	Non Schools Asb & Safe Water Remedial 2014/15	0	333	0	0	333	0	253	13	0	266	(80)	(67)	Projects delayed due to unforeseen circumstances. £37,563 moved to 11142000 £29,183 moved to 11144000 Total £66,746
11143000	Schools Asbestos & Safe Water Remedial 2014/15	0	1,240	0	0	1,240	0	1,129	106	0	1,235	(111)	(5)	Projects delayed due to unforeseen circumstances. £4,882 moved to 11225000
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	2,545	0	0	2,545	0	2,205	376	0	2,581	(340)	36	Projects delayed due to unforeseen circumstances. £29183 moved from 11142000. RCCO increase of £6957
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	5,941	0	0	5,941	0	5,763	22	0	5,785	(178)	(156)	£12,265 moved from 11035000. Decrease in RCCO of £117,211. Decrease in capital grant income from schools of £51,598
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	311	0	311	0	0	353	0	353	0	42	£4,404 moved from 11036000 £37,563 moved from 11142000 Total of £41,967. Increase in budget due to money carried forward from previous allocations
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	1,292	0	1,292	0	0	1,329	0	1,329	0	37	£25169 moved from 11038000 £6829 moved from 11034000 £4882 moved from 11143000 Total £36880. Increase in budget due to money carried forward from previous allocations
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,524	0	2,524	0	0	2,537	0	2,537	0	13	£4,726 moved from 11029000 £947 moved from 11033000 £4,754 move from 11096000 £2,475 moved from 11037000 Total £12,902
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,569	0	2,569	0	0	5,576	0	5,576	0	3,007	£6,495 moved from 11035000 £473 moved from 11031000 (Total £6,968). Increase of £3,000,000 as schools grant money now received as per previous cabinet report
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	0	311	311	0	0	0	311	311	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11363000	Capitalisation of Structural Maintenance Assets	0	0	0	0	0	0	12	0	0	12	12	12	Portfolio agreement email to Johns Betts/Sandra Beard 27/11/14
Facilities														
10592000	Small Scale Reactive / Minor Improvements County-Wide	151	0	138	0	289	151	(2)	140	0	289	(2)	0	
11318000	Universal Free School Meals Programme	0	1,247	0	0	1,247	0	1,156	91	0	1,247	(91)	(0)	Final accounts / payments to contractors & consultants were not resolved in 2014/15, therefore spend now expected in 2015/16

L Physical Assets

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Energy														
10400000	Climate Change 2009/10	257	46	51	0	354	257	34	63	0	354	(12)	0	Final accounts / payments to contractors & consultants were not resolved in 2014/15 as additional works now required
10410000	Climate Change 2007/08	350	0	3	0	353	350	2	1	0	353	2	(0)	
11135000	Various Properties - Reducing Energy	0	0	400	1,844	2,244	0	63	337	1,844	2,244	63	0	Spend relates to 2 lighting control improvement projects identified & started late in 2014/15
11136000	Various Properties - Renewable Energy	75	79	246	5,000	5,400	75	69	255	5,000	5,400	(10)	(0)	Slippage reflects cost savings on PV equipment which have been achieved due to the growing PV market.
11159000	Wark Saltisford Office Park - Pv Micro Generth Syst	112	2	0	0	114	112	3	0	0	115	1	1	
Smallholdings														
10466000	Smallholdings Maintenance 2011/12	(18)	4	0	0	(14)	(18)	4	0	0	(14)	(0)	(0)	
11025000	Hurley, Poplars Farm	147	12	0	0	159	147	12	0	0	159	0	0	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	284	0	0	0	284	284	0	0	0	284	(0)	(0)	
11138000	Smallholdings - Decent Homes Standard 2012	514	(0)	0	0	514	514	0	0	0	514	0	0	
11139000	Rural Services Capital Maintenance 2012/13	982	3	0	0	985	982	(4)	0	0	978	(7)	(7)	£6,695 moved to 11228000 Changes in project costs when final accounts received
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	10	81	259	0	350	10	30	310	0	350	(51)	(0)	Unable to start works due to weather conditions during winter.
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	540	(2)	0	0	538	540	(2)	0	0	538	0	0	
11140000	Rural Services Capital Maintenance 2013/14	254	1	0	0	255	254	0	0	0	254	(1)	(1)	£1,529 moved to 11228000 Changes in project costs when final accounts received
11141000	Rural Services Capital Maintenance 2014/15	0	706	0	0	706	0	582	156	0	738	(124)	32	Increase RCCO contribution of £40,000 Less £7537 moved to 11228000 - Changes in project costs when final accounts received/Unable to start works due to weather conditions during winter.
11228000	Rural Services Capital Maintenance 2015/16	0	0	789	0	789	0	0	805	0	805	0	16	£6,695 moved from 11139000 £1,529 moved from 11140000 £7,537 moved from 11141000 Total £15,761
11291000	Rural Services Capital Maintenance 2016/17	0	0	0	789	789	0	0	0	789	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		42,808	18,345	10,181	22,439	93,773	42,808	17,313	14,344	22,434	96,898	(1,033)	3,125	

Results for Key Business Performance Measures April 2014 to March 2015

Measures	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to date	Actions to be taken
KBM	Savings delivered	Plan	Quarterly	100%	100%	Green	Major capital receipt in progress which will deliver the year end target.	Major capital receipt in progress which will deliver the year end target.
KBM	Budgets within -2%/+0	Plan	Quarterly	-7.70%	+0/-2%	Red	The underspend is explained by the reduction in buildings as a consequence of the property rationalisation programme which results in a reduction and rationalisation of the Facilities Management service and the budgets used to pay running costs. Also trading surplus targets have been exceeded, mainly due to the success of the universal infant free school meal programme.	The savings element of this underspend will be channelled into the OOP Savings Plan and as a consequence there are reductions in the budgets set for 2015/16.
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	-807.97%	+0/-2%	Red	The success of the Infrant Free School Meals, the new cleaning service offer, and an increase in construction activity have all lead to trading profit	The success of the Infrant Free School Meals, the new cleaning service offer, and an increase in construction activity have all lead to trading profit
KBM	The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes)	Plan	Quarterly	99%	100%	Amber	99% Capital Maintenance work programme budget outturn forecast against budget. Note - Outturn forecast is applicable due to final accounts not received for all works in year. Estimate forecasts carried out for every project to manage expenditure. Results from Work Programme Report Output at 30.03.15. Any changes on receipt of Actuals to forecast are managed and any discrepancy managed through the capital review process ongoing. All as per managed in service and utilising ongoing financial reporting and advice.	
KBM	The Property Rationalisation Programme is delivered on time and to budget	Plan	Quarterly	Achieved	Achieved	Green	100% of the PRP completed and all savings achieved.	
KBM	Service standards published for all services	100	Quarterly	Achieved	Achieved	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	100%	100%	Green	Business Case approval in accordance with corporate process embedded in service delivery as a matter of course.	
KBM	Increase in customer satisfaction with the quality of service provided	High	Quarterly	61%	60%	Green		
KBM	Services are delivered on time and within budget	Plan	Quarterly	Achieved	Achieved	Green	Half year data suggests WCC on track to match the performance of 2013/14	Use customer complaints as an indicator of dissatisfaction with service delivery.
KBM	% Customer Satisfaction levels	High	Quarterly	87%	80%	Green		
KBM	Customer satisfaction with ease of access to services	High	Quarterly	Achieved	Achieved	Green		Use customer complaints as an indicator of dissatisfaction with service delivery.
KBM	% staff satisfied with the council as an employer	High	Annually	75.30%	87%	Red		Consult staff to understand the issues behind this result and then implement improvements
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	73.20%	70%	Green		
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	72%	51%	Green		
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	90%	100%	Amber	The only project delayed is the future of Old Shire Hall. Project and Milestone Based	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	55.70%	75%	Red	A programme of ICT improvements and reinvestment in property systems is underway. Physical Assets is also undergoing an electronic document management programme in order to simplify document storage, retrieval, sharing and editing..	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Achieved	Achieved	Green	Meeting the requirements of CMIS	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	Achieved	Achieved	Green	Meeting the requirements of CMIS	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0	Green	1 complaint referred to the LGO, whose judgement was to support WCC	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Achieved	Achieved	Green	No corrective action has had to be taken that has resulted in committing additional resources or exposure to reputational damage	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance and Planning	836		836	737	(99)	Underspend relates to part year staff vacancies and savings on the Acting Head of Service substantive post.
Observatory	380	14	394	376	(18)	
Service Improvement and Change Management Admin	160		160	114	(46)	Underspend is as a result of the HoS post being vacant in the first part of the year and the PA's position being unfilled for a number of months.
Development and Support	551		551	489	(62)	Underspend relates to staffing vacancies and the centralisation of the remaining Resources Group Business Units paper and stationery budgets which included unused stock.
Commercial Enterprise	100	123	223	220	(3)	
Traded Services - Education	117	(123)	(6)	(1)	5	
Resources Transformation	950	127	1,077	1,233	156	Overspend is due to projects being delivered on behalf of the Resources Group and accounted for as part of the SICM Business Unit though they do not form part of SICM's core business.
Net Service Spending	3,094	141	3,235	3,168	(67)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	0	67	67	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
SICM Reserves	0	190	0	190	
Total	0	190	67	257	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/SICM-A	Cessation of the Transformation through Strategic Commissioning Programme with arrangements to 'mainstream' activity associated with the programme within Services. This will include a reduction in posts.	247	247	247	247	247	247	247	0	247	0	
OOP/SICM-B	Cessation of the WCC support to the Sub-regional Programme Office with the potential closure of the Programme Office which will include a reduction in posts. There will be a need for a dialogue with Sub-regional partners regarding the impact of this decision.	0	0	0	68	0	68	68	0	68	0	
OOP/SICM-C	The business support function for Resources will be remodelled. This proposal will deliver savings in consumables as well as reduction in posts.	0	0	0	50	0	50	50	0	50	0	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	0	0	0	25	0	25	25	0	25	0	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	0	0	0	40	0	40	40	0	40	0	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	0	0	0	60	0	60	60	0	60	0	
OOP/SICM-G	Increase income generation activities	0	0	0	40	0	40	40	0	40	0	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	0	0	0	0	0	0	50	0	50	0	
OOP/SICM-I	The Project and Performance Management Arrangements (both central and localised arrangements) will be remodelled. Savings will be delivered by both expenditure savings and reduction in posts.	0	0	0	0	0	0	100	0	100	0	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0	0	0	0	0	0	20	0	20	0	
	Total	247	247	247	530	247	530	700	0	700	0	
	Target		247	247		530	530		700		700	
	Remaining Shortfall/(Over Achievement)		0	0		283	0		700		700	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	Indicator	Aim	Collection Frequency	Year End Actual	Target 2014/15	R-A-G Alert - YE	Progress to Date	Actions to be taken
KBM	OOP Savings delivered	Plan	Quarterly	Yes	Yes	Green		
KBM	Budgets within -2%/+0 (Net Variation to Budget)	Plan	Quarterly	-2.08%	>0% / <2%	Red	Expenditure on RG Transformation projects is included in the year end actual position and does not form part of the SICM core business which is showing a larger than expected underspend position due to a delay in the recruitment of fixed term contract posts in support of RG OOP transformation activities.	The allocation of any carry forwards will be subject to the agreed approach in the Group
KBM	Traded Services meet Budgetary targets	Plan	Quarterly	>5%	5%	Red	The copyright service has lost 2 licences to centralisation by the DfE since budget was set. This relatively small income decline looks large in the context of the surplus for Copyright which was budgeted at £5k and the year end actual is £1850 giving a variance of above 5%	Whilst the overall surplus has declined, the service is still making a surplus that will cover CECs. The service will no longer be traded with schools in 2015/16.
KBM	Service standards published for all services	100	Quarterly	Yes	Yes	Green		
KBM	% of Business cases that are commissioned to deliver against clearly defined outcomes	100	Quarterly	100%	100%	Green	From a business unit perspective the business case for SICM Re-Shaping has been developed against a clear suite of outcomes for the service going forward.	
KBM	% Increase in customer satisfaction with the quality of service provided	High	Quarterly	32%	2%	Green	This question is not directly asked in the Resources Customer Survey and therefore we are not able to provide a response to this measure. However, this will be addressed in the review of the Resources Customer Survey for 2015/16 and alternative methods of collecting this information will be explored to remove reliance on one collection method	
KBM	Services are delivered on time and within budget	100	Quarterly	95	100	Amber	This is linked to Resources Group Key Activity measure. As SICM does not have any separate business unit outcomes, the commentary remains consistent in that all services are delivered on time but given current underspend on SICM core business, overall status for this measure is amber	
KBM	% Customer satisfaction with ease of access to services	High	Quarterly	32%	2%	Green	Results are based on Resources Customer Survey Results which showed a significant increase against the 2% increase target set in terms of overall performance for SICM	Improvement Actions will be determined now the SICM level results have been received.
KBM	% staff satisfied with the council as an employer	High	Annually	72.00%	72%	Green	Based on ORC Benchmark result of 72% for this measure and is consistent with reporting against the Organisational Health Measure across the whole of WCC	
KBM	% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process	High	Quarterly	100%	100%	Green	Learning & Development Plans are in place. Staff have attended appropriate training and development as required to deliver SICM services	Ongoing activity: Discuss any outstanding learning & development with HR to explore whether external training is required if Corporate programme of training does not meet all training requirements for SICM
KBM	% staff expressing satisfaction with their manager as a leader	High	Annually	62.00%	62%	Green	The ORC Median score of 43% has been used for comparison. SICM results are consider higher than this and compared to the results for 2012 of 62%.	
KBM	All Resources Group Business Units key activities are delivered on time and within budget	Plan	Quarterly	95	100	Amber	Whilst services and key business activity are being delivered on time, the current business unit underspend means that the overall status for this measure is amber	
KBM	Staff have access to resources and information which allows them to do their job	High	Annually	65.00%	65%	Green	The ORC Median score of 65% has been used for this satisfaction question. SICM results are considerably higher than this and compared to the results for 2012 of 83.1%, staff satisfaction continues to improve	
KBM	Information required by decision makers is dispatched in a timely manner and to timescales set	Plan	Quarterly	Yes	Yes	Green	We have submitted all reports on time	
KBM	Average time taken by members and Senior Officers to make formal decisions	Low	Quarterly	TBC	TBC	N/A	We cannot report against this OOP measure for 2014/15. As part of the Review & Refresh of this measure it is proposed that this be amended to reflect Member time and delivery method to be determined by Democratic Services.	
KBM	Number of adverse decisions from legal challenges is low	Low	Quarterly	0	0	Green	Information provided by law & governance for all business units. Results for the year indicate that SICM has not been in receipt of any adverse decisions.	
KBM	Risks identified are managed and reviewed monthly	High	Monthly	Yes	Yes	Green	Whilst the current status of risk registers are amber. This does not necessarily indicate that risks are not being managed effectively and all risks are reviewed on a monthly basis.	

Economic Growth - Mark Ryder

Strategic Director - Monica Fogarty

**Portfolio Holders - Councillor Cockburn (Deputy Leader & Rural Growth Network), Councillor Horner (Community Safety), Councillor Stevens (HS2),
Councillor Butlin (Transport & Planning), Councillor Clarke (Environment), Councillor Seccombe (Economy)**

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Economic Growth Management	224		224	240	16	Central charge for Google mail licences for Economic Growth were charged to Management budget at year end
Waste Management	18,610		18,610	17,956	(654)	£322k backdated from 2013/14 received as a result of joining Local Authority Waste Disposal Company (LAWDC). Gradual diversion of green/food waste from landfill to composting resulted in a significant saving this year.
HS2	160		160	272	112	The original HS2 budget was £410k. To manage the uneven profile of the spend on this project, £250k was allocated to a specific reserve to deal with the potentially high cost of future legal work as it progresses, particularly in 2015/16. A considerable number of charges were presented late in the year, which is the primary cause of the overspend.
Regeneration Projects and Funding	854		854	733	(121)	Underspend caused by some early realisation of salary savings for the 2015/16 savings target (£78k) and one off project income (£15k).
Strategic Economic Delivery	1,671	445	2,116	2,259	143	This overspend is comprised partly of earlier than expected spend on Rural Growth Network (RGN) initiatives. This is the fund that awards economic growth grants to small and medium rural businesses. This will be met from the RGN reserve in 15/16.
Asset Management	(341)	(184)	(525)	(673)	(148)	High occupancy levels at WCC Business Centres is the main reason for this underspend, with income surpassing previous years.
Planning and Development Group	332	(440)	(108)	(207)	(99)	Reduced spend due to high turnover of staff that reflects the current market shortage. Also increased levels of income from planning applications reflects high demand.
Communities Resources	305		305	245	(60)	Lower than expected legal costs.
Flood Risk Management	802	(322)	480	424	(56)	£20k relates to grant funding which is required in 2015/16 to complete a flood project. Another factor in the underspend have been some delays in recruitment to complete the team.
Archaeology and Ecology Advice	70		70	74	4	
Early Repayment of Economic Growth Debt	0		0	0	0	
Net Service Spending	22,687	(501)	22,186	21,323	(863)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Waste Management	0	0	450	450	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Business Centres including Building Maintenance Liabilities	343	172	0	515	
Accommodation Reserve	4	25	0	29	
Service Savings	0	0	219	219	
Development Group Realignment	134	0	0	134	
S38 Developer Funding	500	440	0	940	
European Match Funding Reserve	200	0	132	332	
Flood Management Reserve	200	410	20	630	
Ecology & Archaeological Information and Advice	0	60	42	102	
Infrastructure Group Reserve	0	58	0	58	
G4G Apprenticeship Hub	0	103	0	103	
Skills Delivery for Economic Growth	0	470	0	470	
Rural Growth Network	0	1,260	0	1,260	
HS2 Phase 2	0	250	0	250	
Total	1,381	3,248	863	5,492	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/EG-A	Changing from a permit scheme to voucher scheme for vans to be able to deposit household waste and making a charge for the administration of the scheme	5	5	5	16	5	16	16	5	16	5	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste	357	357	357	643	357	643	722	357	789	357	
OOP/EG-C	Maximising the use of the income charged for the adoption of roads	50	50	50	50	50	50	50	50	50	50	
OOP/EG-D	Review the Economic Development function with a view to reduce investment in some areas	15	15	15	15	15	15	15	15	15	15	
OOP/EG-E	Review of the contractual arrangements with a view to increasing the income received from the 4 large Household Waste Recycling Centre shops that are leased out to charities	0	0	0	60	0	60	145	0	145	0	
OOP/EG-F	Review the regeneration function with a view to reduce activity and increase income, including reviewing our commitment to Pride in Camp Hill and the Opportunities Centre	0	0	0	119	0	60	238	0	448		The closure or commissioning of Camp Hill Opportunities Centre was the basis of the 2015/16 savings figure of £119k. This savings target will be met in 2015/16 by other means across Regeneration and Business Centres. Depending on the outcome of the report in May 2015 regarding the future of the Opportunities Centre, the 2016/17 savings target of £119k may need to be revisited.
OOP/EG-G	Reducing waste and increase recycling across the County	0	0	0	61	0	61	257	0	570	0	
OOP/LCS-F	Communities Group Resources - Service reductions based on the priorities of Communities Group Business Units with a focus on more joined up delivery of our internal services with other groups.	298	298	298	323	298	323	323	298	421	298	
OOP/LCS-D	Zero basing the budget for Archaeology Projects and Ecology. This line was part of the overall Heritage and Culture savings which were part of Localities and Community Safety prior to restructuring to create the Economic Growth Business Unit.	0	0	0	0	0	0	0	0	94	0	
Total		725	725	725	1,287	725	1,228	1,766	725	2,548	725	
Target			725	725		1,287	1,287		1,766		2,548	
Remaining Shortfall/(Over Achievement)			0	0		562	59		1,041		1,823	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Flood Management														
11370000	Aston Cantlow Flood Alleviation	0	0	0	0	0	0	0	100	0	100	0	100	Added to Capital programme February 2015
Economic Development														
10086000	Optima Centre, Nuneaton	7,656	0	41	0	7,697	7,656	0	0	41	7,697	0	(0)	
10154000	Centenary Business Centre Phase 3	(16)	8	8	0	(0)	(16)	5	0	10	(0)	(3)	(0)	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	134	0	720	586	0	134	0	720	0	(0)	
10908000	Camp Hill Opportunity Centre unit 1a/1b refurb	0	0	0	0	0	0	5	0	0	5	5	5	Residual grant balance which has now been returned to Pride in Camp Hill.
11208000	Rural Growth Network	130	69	50	0	249	130	70	49	0	249	1	0	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	554	379	389	0	1,322	554	166	550	218	1,488	(213)	166	Approval to be sought for funds to be vired from 10454000.
10350000	In-Vessel Composting Units For Schools	37	0	28	0	65	37	0	28	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	(0)	17	0	321	(17)	0	
10454000	Lower House Farm Waste Facility	5,535	200	0	0	5,735	5,535	24	10	0	5,569	(176)	(166)	Underspent because we were told we had to replace security fence but, in the end, it was achieved by alternative methods. Will be making a Portfolio Holder request to move £166k to 11207002 for another compactor for Princes Drive as part of Emergency Planning strategy.
11118000	HWRC Maintenance 2013/14	69	2	0	0	71	69	2	0	0	71	(0)	(0)	
11119000	HWRC Maintenance 2014/15	0	71	0	0	71	0	0	71	0	71	(71)	0	
11217000	HWRC Maintenance 2015/16	0	0	71	0	71	0	0	71	0	71	0	0	Spend in 2015/16 is dependant on advice being taken regarding CCTV cameras at all sites, which are currently not fit for purpose. Awaiting a quote.
11303000	HWRC Maintenance 2016/17	0	0	0	71	71	0	0	0	71	71	0	0	
11304000	HWRC Maintenance 2017/18	0	0	0	71	71	0	0	0	71	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	0	0	0	0	0	0	35	0	0	35	35	35	Revenue contribution to acquire 1% share in Coventry & Solihull Waste Disposal Company.
		14,855	746	721	142	16,463	14,855	307	1,030	411	16,603	(439)	140	

Results for Key Business Performance Measures April 2014 to March 2015

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
Strategic Economic Development						
1.3	Gap between best and worst wards in terms of unemployment rate (gap=%)	n/a	8%	3.2%	Green	Data release as of March 2015. (NB - change in statistical release in Sept 14 may affect historical comparisons.)
1.6	Reduce the gap in productivity (GVA per job) with UK average (% below UK prod)	11%	10%	9.5%	Green	This is an annual indicator. Measure populated using The Local Economy Forecasting Model (LEFM) data - Round 142 for 2015.
1.7	% of businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business	n/a	Baseline to be set	60.70%	n/a	This is an annual indicator.
1.1	Number employed in key target growth sectors in Warwickshire	99400 (12/13)	71,900	71,516	Amber	This is an annual indicator reported 1 year in arrears. Data for 2013/14 released in June 2014. This indicator has marginally missed its target 0.5%. 2014/15 data to be reported in the next financial year (June 2015). The Office for National Statistics revised the way they collected and reported data on industrial sectors, making it impossible for us to produce exactly the same dataset on employment numbers as for the 2012/13 data. We have therefore developed a new set of priority sectors based on the new classification methodology, and will forecast and report on this new basis going forward.
Planning, Development & Flood Risk Management						
2.1	% of Major Highway Authority applications which were responded to within target of 21 days	61.00%	70%	63%	Red	Over the 12 month period we received 513 major applications of which 323 of which were responded to within 21 days During 2014/15, we received 3,329 highway consultations, which compares to 2,197 in 2013/14, 1,864 in 2012/13 and 1,795 in 2011/12.
2.2	% of Minor Highway Authority applications which were responded to within target of 21 days	80%	90%	84%	Red	Over the 12 month period we received 2816 minor applications of which 2362 were responded to within the 21 days. During 2014/15, we received 3,329 highway consultations, which compares to 2,197 in 2013/14, 1,864 in 2012/13 and 1,795 in 2011/12.
2.3	% of all planning applications processed within target 15% tolerance	62.10%	70%	64%	Amber	29 out of 45 applications were determined within time. During 2014/15, we received 45 applications, which compares to 67 in 2013/14, 70 in 2012/13 and 71 in 2011/12.
2.5	% of Pathfinder communities who feel better prepared for and protected from flooding	n/a	50%	57%	Green	Based on evaluation undertaken by Warwickshire Wildlife Trust, the National Flood Forum and the Warwickshire Observatory.
Regeneration & Special Projects						
3.1	Number of planning applications responded to and the percentage of planning application responses delivered within the times identified in Service Level Agreements	8,644	n/a	n/a	n/a	This information is monitored only. In 2013/14 Archaeology and Ecology recorded responses differently. In 2014/15 only the number applications requiring detailed comments have been counted. The comparable figure for 2013/14 is 9604.
3.2		85%	90%	94%	Green	
Waste Management						
4.1	Kgs of residual household waste per household	497kg	460kg	490kg	Red	Year End data is forecast, this information is currently being validated by DEFRA. The Year End estimate does not account for any increase in household dwelling stock - they are based on last year's number of households - so the final figure is likely to come down.
4.2	% household waste re-used, recycled and composted	53.20%	54.00%	54.08%	Green	Year End data is forecast, this information is currently being validated by DEFRA.

Localities and Community Safety - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Horner (Community Safety) & Councillor Clarke (Environment)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Priority Families	97	(526)	(429)	(499)	(70)	
Community Safety	425	0	425	340	(85)	Underspend due to delayed project expenditure.
Domestic Abuse	249	0	249	303	54	Overspend due to increased demand for services including supporting a number of Domestic Homicide Reviews.
Drug and Alcohol Action Team	427	0	427	460	33	
Heritage and Culture Warwickshire	1,082	(115)	967	998	31	
Archaeology Projects (Non WES - Traded Service)	(2)	0	(2)	18	20	
Heritage Education (WES - Traded Service)	0	0	0	17	17	
Rural Services	182	0	182	168	(14)	
Country Parks	219	0	219	277	58	
Forestry	161	0	161	177	16	
Gypsy and Traveller Services	(49)	0	(49)	(46)	3	
Localities and Community Safety Management	397	0	397	275	(122)	Underspend due to reduced project expenditure and reduced legal costs.
Localities and Partnerships	2,322	0	2,322	2,354	32	
Emergency Management	166	0	166	162	(4)	
Trading Standards	1,411	0	1,411	1,359	(52)	Additional income from legal proceeding awarded to Trading Standards.
Youth Justice Service	1,231	0	1,231	1,042	(189)	Lower than anticipated spend on secure remand sustained throughout year. Secure Remand is a very volatile court dictated activity which incur significant expense is ordered.
Net Service Spending	8,318	(641)	7,677	7,405	(272)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
DAAT Reserves	284	200	(33)	451	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Museum Development Fund	232	0	0	232	
Museum Ethnographic Fund	18	0	0	18	
Records Purchase Fund	19	0	0	19	
Records Donations Fund	57	0	1	58	
Savings (TO BE RENAMED L&CS General Reserves)	303	(60)	113	356	
Family Intervention Project	319	78	64	461	
Trading Standards	65	0	(13)	52	
Proceeds of Crime	23	0	4	27	
Community Safety Statutory Reviews	91	0	13	104	
Secure Remand Reserve	260	93	52	405	
Priority Families Reserve	646	665	71	1,382	
Heritage and Culture Services - Our Warwickshire	75	115	0	190	
Total	2,392	1,091	272	3,755	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/LCS-A	Trading Standards Service - Service reductions in consumer protection and business support. These reductions will be mitigated by the development of an intelligence model to help effectiveness and prioritisation. We will develop calibration services to increase income and explore the development of shared service arrangements	35	35	35	104	35	104	154	35	174	35	
OOP/LCS-B	Warwickshire Youth Justice Service - There will be no service reductions in our support to young people in the criminal justice system. There will be a reorganisation of the service in consultation with our key criminal justice partners	100	100	100	150	100	150	200	100	295	100	
OOP/LCS-C	Community Safety and Substance Misuse - A reduction in the community safety services that target the reduction of crime in communities and in services working with the victims of domestic abuse and those that are addicted to and abuse drugs and alcohol. To mitigate the reduction in these budgets we will develop an intelligence led model to help prioritisation and effectiveness. We will also develop our service delivery and commissioning approach with partners	40	40	40	220	40	220	220	40	220	40	
OOP/LCS-D & EG I	Heritage and Culture Warwickshire - There will be large service reductions in some heritage & culture services. We will explore the development of a changed governance model, potentially charitable trust status and will focus on increasing volunteering and commercial viability.	65	65	65	217	65	217	217	65	478	65	
OOP/LCS-E	Localities and Partnerships - There will be a reduction in the support to communities and community organisations. We will refocus the remaining resource on developing sustainable solutions to enable communities to maximise their influence and control over local services.	0	0	0	200	0	200	350	0	518	0	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	0	0	0	0	0	0	128	0	306	0	
OOP/LSC-G	Increasing income levels and identify savings to make Forestry self financing	0	0	0	0	0	0	27	0	53	0	
	Total	240	240	240	891	240	891	1,296	240	2,044	240	
	Target		240	240		891	891		1,296		2,044	
	Remaining Shortfall/(Over Achievement)		0	0		651	0		1,056		1,804	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Localities & Community Safety														
10623000	County Records Office Service - Digital Asset Management	47	4	0	0	51	47	4	0	0	51	0	0	
10937000	St. Johns - outdoor spaces - improve, cust. exp.	33	0	18	0	51	33	0	18	0	51	0	(0)	
11185000	George Eliot Hospital SARC	397	3	0	0	400	397	3	0	0	400	0	0	
11342000	Grant to ESH Works for peer led residential recovery housing	0	155	0	0	155	0	155	0	0	155	0	0	
11343000	Purchase of new pool vehicle for Trading Standards Service VE14 DJV	0	10			10	0	10	0	0	10	0	0	
11344000	Purchase of Mass Calibration Comparators	0	45	0	0	45	0	45	0	0	45	0	0	
11368000	Purchase of new minibus for Youth Justice Service BX11 KYN	0	0	0	0	0	0	22	0	0	22	22	22	Not included on capital programme at quarter 3 (approved by s151 officer on 06/03/15). Funded by revenue contribution to capital spend.
11369000	Purchase of new pool vehicle for Trading Standards Service LC61 ZFG	0	0	0	0	0	0	8	0	0	8	8	8	Not included on capital programme at quarter 3 (approved by s151 officer on 10/03/15). Funded by revenue contribution to capital spend.
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10318000	Kenilworth Connect2	0	0	0	0	0	0	3	0	0	3	3	3	Additional unexpected expenditure incurred funded from revenue
11022000	Countryside Maintenance - Base Programme 2012/13	563	17	24	0	604	563	25	24	0	612	8	8	Additional unexpected expenditure incurred funded from revenue
11023000	Countryside Maintenance - Base Programme 2013/14	91	141	107	0	339	91	123	2	0	215	(18)	(123)	Reduced use of revenue contributions compared to forecast and balance transfer to 15/16 allocation
11120000	Countryside Rural Services Capital Maintenance 2014/15	0	0	122	0	122	0	194	10	0	204	194	82	Increased use of revenue contribution compared to forecast (new projects) and balance transfer to 15/16 allocation
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	0	122	0	122	0	0	270	69	339	0	217	Balance transferred from prior year schemes and remainder funded by a revenue contribution.
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	0	122	122	0	0	0	122	122	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
		1,203	375	421	244	2,242	1,203	592	351	313	2,459	217	216	

Results for Key Business Performance Measures April 2014 to March 2015

Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
Community Safety and Substance Misuse					
No of Violence Against the Person & Sexual Offences	4,709	4,708	5,610	Red	We have seen a 19% increase in violent crime offences in the year 2014/15. This crime type has been reaffirmed as a priority for the Safer Warwickshire Partnership Board as a consequence. KPIs for this area will change in 2015-16 to reflect the way the police will be recording violent crime. This will allow for a better analysis and understanding of what's happening
No of ASB incidents	19,920	19,919	17,648	Green	End of year figure is well below the target - overall reduction of 11.4%. This is thanks to the strength of partnership working on this issue. ASB remains a priority for the Safer Warwickshire Partnership.
Total % of drug and alcohol users successfully completing structured treatment	26.00%	26.10%	-	-	These measures are populated by a National data set, this information is due mid-July. Although local (Warwickshire) service data is available earlier at the end of May, these targets have been set against the National data set.
% of re-presentations for drug and alcohol use	12.80%	12.70%	-	-	
Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
Reduced levels of offending and re-offending					
No of Domestic Burglary Offences	1,795	1,794	1,306	Green	27.2% reduction seen in 2014/15. Domestic burglary has been dropped as a priority by the Safer Warwickshire Partnership Board as a result of the dramatic reduction in this crime type. Focus has shifted to other priorities including violent crime, business crime and rural crime.
Warwickshire Youth Justice & Family Intervention Service (WYJFIS)					
Rate of proven re-offending by young offenders	0.57	0.69	0.57	Green	Latest available data (April 2012 – March 2013) cohort shows a frequency rate (average number of re-offences per offender) of 0.71 per person and a binary rate (proportion of offenders who re-offend) of 26.4%. The frequency rate has shown a slight decline and the binary a slight improvement compared with the same period last year. This mirrors national trends.
Trading Standards					
% of targeted formal enforcement actions which are successful	n/a	85%	100%	Green	Data as at end of January. This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported 2 months in arrears.
% of business satisfaction levels with TS	85%	85%	100%	Green	
Heritage and Culture					
Total number of individuals taking part in engagement activities delivered across the County	21,102	16,000	27,725	Green	
Localities and Partnerships					
Total value of volunteer hours recorded(£) (annual measure)	£2m	£2.1m	£2,925,084	Green	Figure relates to volunteering within WCC Services in addition to those hours recorded through Volunteer Centres.
A vibrant voluntary and community sector is supported					
% of customers satisfied with voluntary sector support services	n/a	Baseline to be est	97%	-	May need to develop a more independent means of measuring as the reported figures are higher than officers perceptions of satisfaction with the service.
Residents of Warwickshire are happy with Warwickshire as a place to live					
% of residents happy with Warwickshire as a place to live	88.90%	85%		N/A	This measure has not been reported and has been removed from the 2015/16 Localities and Community Safety Business Unit Plan.
Priority Families Programme					
% of families allocated to Priority Families funded Family Support workers who successfully complete the programme	n/a	90%	NYA	NYA	This data is currently not available. It is part of our baselining for Phase 2 and should be available by the end of Quarter 1 2015/16.
Rural Services					
Country Parks visitor numbers	841,407	805,000	833,636	Green	

Transport and Highways - Graeme Fitton
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Horner (Community Safety), Councillor Butlin (Transport & Planning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport and Highways Management	777	0	777	629	(148)	Rebate following early repayment of self financed borrowing on Capital Projects - contributing to repayment of debt
Road Safety and Traffic Projects	875	(6)	869	348	(521)	Increased rechargeable activity of £172k and £224k additional income from Speed Awareness Courses and other minor variations has led to the underspend.
Minibus Driver Training (WES Traded Service)	(2)		(2)	(5)	(3)	
Minibus Driver Training (Non WES Traded Service)	(7)		(7)	(3)	4	
Transport Planning	1,016	(109)	907	945	38	£146k over spend on transport development due to additional external opportunities to support growth - offset by additional search fee income of (£76k) and general savings of (£32k).
Civil Parking Enforcement	(712)	6	(706)	(1,055)	(349)	Early delivery of savings targets.
Stratford Parkway and Park & Ride	175		175	171	(4)	
Network Performance	101		101	(176)	(277)	Additional Income from Utility Companies fines
County Highways	16,174	(1,000)	15,174	14,904	(270)	A combination of minor variances including higher than expected income from private works.
Rights of Way Management	299		299	299	0	
Design Services (Traded Service)	(433)		(433)	(443)	(10)	
Design Services General Functions	191		191	191	0	
Traffic Signals	289		289	571	282	Covered by underspends in other areas of the business unit - used to safeguard commuted sums to manage future pressures.
Bridge Maintenance	616		616	585	(31)	
County Fleet Management and Maintenance (WES Traded Service)	(8)		(8)	(11)	(3)	
County Fleet Management and Maintenance (Non WES Traded Service)	(280)		(280)	(298)	(18)	
Transport Operations	2,137	62	2,199	2,419	220	Covered by underspends in other areas of the business unit - used to safeguard commuted sums to manage future pressures.
Concessionary Travel	7,488		7,488	6,700	(788)	The underspend relates to; - £650,000 less expenditure on operator reimbursement (fewer journeys than expected) - £62,000 for the implementation of new IT systems was delayed until 2015-16 - Other small underspends including a lower than expected legal bill resulting from less complicated bus operator claims This budget is treated as ringfenced with underspends transferred to general reserves. The responsibility for concessionary travel recently passed over to WCC from the Districts and Boroughs but there is enough evidence to suggest that the budget can be rebased to a lower level from 2016/17.
Repayment of Self Financed Borrowing	421		421	0	(421)	
Net Service Spending	29,117	(1,047)	28,070	25,771	(2,299)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Speed Awareness Workshops	1,759	(839)	124	1,044	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Street Lighting Energy Reduction	0	1,000	0	1,000	
Kenilworth Station	188	0	233	421	
County Fleet Maintenance Reserve	175	(150)	0	25	
Concessionary Travel Reserve	0	150	788	938	
Design Services Reserve	271	0	0	271	
Traffic Model Revenue Fund	0	109	0	109	

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Savings	0	119	1,154	1,273	
Total	2,393	389	2,299	5,081	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/TH-A	Increased rejection of highway claims made by the general public	100	100	100	100	100	100	100	100	100	100	
OOP/TH-B	Implement targeted marketing to secure more design work to generate an increased surplus	30	30	30	30	30	30	30	30	30	30	
OOP/TH-C	Cease to fund any bridge maintenance from revenue. Any bridge maintenance would be funded from capital in the future.	450	450	450	450	450	450	450	450	450	450	
OOP/TH-D	Reduce level of traffic signal maintenance	150	150	150	150	150	150	150	150	150	150	
OOP/TH-E	Charge customers for all professional advice, for example professional engineering advice	50	50	50	50	50	50	50	50	50	50	
OOP/TH-F	Funding from Speed Awareness / Driver training is expected to generate sufficient income to fund safety cameras without any additional WCC subsidy	250	250	250	320	320	320	320	250	320	250	
OOP/TH-G	Work to meet concerns raised by the public about perceived road safety issues will not be carried out unless it qualifies for capital funding. Work no longer to be funded from revenue	104	104	104	104	104	104	104	104	104	104	
OOP/TH-H	More efficient management of county fleet	40	40	40	40	40	40	40	40	40	40	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges	0	0	0	520	0	520	520	0	920	0	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made	0	0	0	300	0	300	400	0	400	0	
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing	0	0	0	121	0	98	121	0	121	0	
OOP/TH-L	Extend part-night operation of streetlights	0	0	0	0	0	0	300	0	300	0	
OOP/TH-M	Stop funding road safety education and consideration of charging for training in road safety education in future	0	0	0	0	0	0	214	0	214	0	
OOP/TH-N	Stop funding any safety engineering from revenue. In future, only safety engineering work will be funded from capital	0	0	0	0	0	0	164	0	164	0	
OOP/TH-O	Reduction in highway drainage maintenance	0	0	0	0	0	0	0	0	200		
OOP/TH-P	Review the policy for subsidised public transports services with a view to making a reduction in the overall public transport subsidy and re tender services.	0	0	0	0	0	0	0	0	500	0	
Total		1,174	1,174	1,174	2,185	1,244	2,162	2,963	1,174	4,063	1,174	
Target			1,174	1,174		2,185	2,185		2,963		4,063	
Remaining Shortfall/(Over Achievement)			0	0		941	23		1,789		2,889	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance In Year £'000	Total £'000	
Major Projects														
10144000	A429 Barford By-Pass	10,801	31	0	0	10,832	10,801	0	31	0	10,832	(31)	0	Residual land compensation claims lower than forecast.
10203000	Rugby Western Relief Road	58,640	405	945	506	60,496	58,640	307	1,043	506	60,496	(98)	0	A number of compensation claims have not been settled in the forecast period and will be resolved in the new financial year.
10362000	Kenilworth Station	2,879	925	3,176	5,141	12,121	2,879	805	3,296	5,141	12,121	(120)	0	Delays in programme spend in 2014/15 resulting in additional spend in 2015/16
11333000	Kenilworth Station Contingency	0	-	0	1,495	1,495	0	0	0	1,495	1,495	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,394	263	0	0	5,657	5,394	113	100	50	5,657	(150)	0	Outstanding work including signage and landscaping not delivered in 2014/15.
10981000	NUCKLE	1,145	745	867	0	2,757	1,145	733	879	0	2,757	(12)	0	
11221000	M40 Junction 12	1,530	2,485	6084.816	0	10,100	1,530	1,976	6,593	0	10,100	(509)	0	Start of construction delayed due to ecological considerations. Work commenced in December 2014 but there has been some slippage in spend into 2015/16
11272000	Rugby Gyrotory Improvements	11	1,436	56.882	0	1,504	11	1,168	326	0	1,504	(269)	0	
11339000	Bermuda Connectivity	0	90	1135	2,477	3,702	0	54	1,171	2,477	3,702	(36)	0	Project development work has overrun into 2015-16
Structural Maintenance of Roads														
11018000	Highways Structural Maintenance 2013/14	14,852	59	0	0	14,910	14,852	46	0	0	14,898	(13)	(13)	Final cost of work commissioned in 2013/14 delivered at lower than anticipated cost. Balance transferred into 2015/16 allocation.
11129000	Highways Maintenance 2014/15	0	18,082	180	0	18,262	0	18,683	349	0	19,032	601	770	
11219000	Highways Structural Maintenance 2015/16	0	0	13,238	0	13,238	0	0	13,143	0	13,143	0	(95)	
11361000	Highways Maintenance 16-17	0	0	0	12,160	12,160	0	0	0	12,160	12,160	0	0	
11362000	Highways Maintenance 17-18	0	0	0	11,801	11,801	0	0	0	11,801	11,801	0	0	
11309000	Traffic Signals 2014-15	0	252	25	0	277	0	169	108	0	277	(84)	0	Delay in delivering some individual projects included within this allocation.
11381000	Traffic Signals 2015-16	0	0	0	0	0	0	0	250	0	250	0	250	Allocation of 2015/16 Highways & Bridge Maintenance Budget to Traffic Signals
Various	Area Delegated Funding up to 14-15	3,301	2,133	1,466	0	6,901	3,301	1,851	1,762	0	6,913	(283)	12	This allocation comprises a large number of small schemes. This variance represents a number of smaller variances across the allocation.
11352000	Area Delegated Funding 15-16	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11353000	Area Delegated Funding 16-17	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11354000	Area Delegated Funding 17-18	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
Structural Maintenance of Bridges														
10413000	Structural Maintenance of Bridges 2009/10	1,383	128	12	0	1,523	1,383	16	0	0	1,399	(112)	(124)	This underspend relates to some projects being delivered under a later year's allocation, along with the transfer of some design works to revenue where the project did not go ahead.
10421000	Portobello Bridge	499	20	20	1,521	2,060	499	18	22	1,521	2,060	(2)	0	
10977000	Minor Bridge Maintenance Schemes 2011/2012	0	52	0	0	52	0	3	49	0	52	(49)	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	1,822	276	148	0	2,246	1,822	408	86	0	2,316	132	70	A number of variances on individual projects within the allocation, including water levels preventing some work being undertaken in 2014/15.

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance In Year £'000	Total £'000	
11241000	Minor Bridge Maintenance Schemes 2013/2014	31	74	0	0	105	31	29	45	0	105	(45)	0	Subcontractor availability has resulted in a number of schemes being deferred to 2015/16.
11308000	Minor Bridge Maintenance schemes 2014/2015	0	689	89	0	779	0	585	247	0	833	(104)	54	Subcontractor availability has resulted in a number of schemes being deferred to 2015/16.
11382000	Minor Bridge Maintenance schemes 2015/2016	0	0	0	0	0	0	0	1,350	0	1,350	0	1,350	Allocation of 2015/16 Highways & Bridge Maintenance Budget to Bridges
Integrated Transport														
10192000	Safety Camera Funded Schemes	1,270	71	132	0	1,474	1,270	45	158	150	1,624	(26)	150	This allocation includes provision for repairing vandalised equipment which is difficult to forecast and proved to be lower than allowed for. The 2016/17 allocation has been added, funded by revenue generated from Speed Awareness Workshops in partnership with the Police.
10198000	Minor Casualty Reduction Schemes 2007/08	38	0	0	0	38	38	0	0	0	38	0	0	
10280000	Minor Signalised Crossings Schemes 2009/10	0	0	0	0	0	0	13	0	0	13	13	13	Residual costs on prior-year schemes.
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	0	7	0	7	(7)	0	This relates to a small amount of residual grant funding where work is underway to identify an appropriate use
10324000	Lawford Road Cycle Route	171	299	0	0	471	171	282	18	0	471	(18)	0	Direction sign installation delayed to 2015/16
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	0	132	132	0	0	0	132	132	0	0	
10434000	North West Warwick Cycle Scheme	715	62	0	0	777	715	53	8	0	777	(8)	0	Direction sign installation delayed to 2015/16
10459000	Casualty Reduction Schemes 2010/11	87	0	0	0	87	87	0	0	0	87	0	0	
10540000	Nuneaton, Queens Road Phase 1	65	0	0	0	65	65	0	0	0	65	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	0	4	0	16	(4)	0	
10978000	Safety Engineering Schemes under £100,000	51	0	0	0	51	51	0	0	0	51	0	0	
10980000	M40 Junction 14	1,851	711	0	0	2,562	1,851	808	0	0	2,659	97	97	Scheme cost higher than forecast due to additional/high fees required by Highways Agency and their contractors. Funded by DfT grant allocated to the project.
11060000	Renewal Of Vehicle Activated Signs	9	61	0	0	70	9	28	34	0	70	(34)	0	Signs have been ordered but were not delivered in 2014/15. Delivery is due for early in 2015/16.
11100000	Footbridge at Stratford Town Station	761	500	443	0	1,704	761	290	653	0	1,704	(210)	0	Delays with contractor completion of works. Due to be complete 21 June 2015
11126000	Casualty Reduction Schemes 2012/13	179	30	21	0	231	179	44	8	0	231	14	0	Delays to two individual schemes within these block allocations have resulted in work being deferred to 2015/16.
11127000	Casualty Reduction Schemes 2013/14	47	396	(24)	0	419	47	261	111	0	419	(135)	0	
11128000	Casualty Reduction Schemes 2014/15	0	100	95	0	196	0	64	132	0	196	(36)	0	
11191000	Earlwood Crossroads realignment of a junction		23			23		22	1	0	23	(1)	0	
11192000	Access to Stations - Warwick	3	95	0	0	98	3	90	5	0	98	(5)	0	
11193000	Access to Stations - Leamington	159	36	0	0	195	159	9	39	0	207	(27)	12	Princes Drive element of scheme has not been delivered yet due to Network Rail request for retaining wall. Funding from Leamington Bus / Rail Interchange returned to this project.
11244000	Leamington Bus / Rail Interchange	112	(41)	0	0	71	112	(53)	0	0	59	(12)	(12)	Work completed at a slightly reduced cost. Grant funding returned to the Access to Stations Projects
11280000	Home to School Routes 14/15	0	7	743	0	750	0	7	743	0	750	0	0	
11281000	Home to School Routes 15/16	0	0	1000	0	1,000	0	0	1,000	0	1,000	0	0	
11282000	Home to School Routes 16/17	0	0	0	750	750	0	0	0	750	750	0	0	
11330000	Fillongley Crossroads realigning crossroad junction	0	5	155	0	160	0	7	153	0	160	2	0	
11355000	Casualty Reduction Schemes 15/16	0	0	350	0	350	0	0	350	0	350	0	0	

P Transport

11356000	Casualty Reduction Schemes 16/17	0	0	0	350	350	0	0	0	350	350	0	0	
----------	----------------------------------	---	---	---	-----	-----	---	---	---	-----	-----	---	---	--

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance In Year £'000	Total £'000	
11357000	Casualty Reduction Schemes 17/18	0	0	0	350	350	0	0	0	350	350	0	0	
11358000	School Safety Zones 15/16	0	0	1750	0	1,750	0	0	1,750	0	1,750	0	0	
11359000	School Safety Zones 16/17	0	0	0	1250	1,250	0	0	0	1,250	1,250	0	0	
S106 and Other Developer Funded Schemes														
10382000	Warwick Town Centre Traffic Management	962	19	0	0	981	962	14	6	0	981	(6)	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	7	50	313	0	370	7	14	349	0	370	(36)	0	Detailed design works have uncovered issues which have delayed progress.
11329000	Southam Town Centre Enhancements	0	125	225	0	350	0	68	282	0	350	(57)	0	Delays identifying an appropriate contractor mean that works will now start on site in early 2015/16.
11215000	Gating Order on Faraday Avenue , Coleshill	245	3	0	0	248	245	7	0	0	252	4	4	
Community Safety, Public Transport and Other														
11124000	Street Lighting Column Replacement 2013/2014	0	10	0	0	10	0	10	0	0	10	0	0	
11125000	Street Lighting Column Replacement 2014/2015	0	1,238	0	0	1,238	0	1,186	52	0	1,238	(52)	0	
11220000	Street Lighting Column Replacement 2015/2016	0	0	510	0	510	0	0	720	0	720	0	210	Allocation of 2015/16 Highways & Bridge Maintenance Budget to Street Lighting
11279000	Pump Priming allocation for LED street lighting	0	1,000	0	0	1,000	0	1,036	91	0	1,127	36	127	£127,000 increase relates to £37,000 actual energy savings achieved in 2014/15 and projected energy savings in 2015/16 of £90,000. This is reinvested into the project.
11360000	LED Street Lights March Funding	0	0	2,000	2,000	4,000	0	0	3,000	2,000	5,000	0	1,000	Includes £1m of revenue funding approved as a transfer to reserves in Q3 2014/15 - linked to request for draw down from reserves.
11364000	CFM Vehicles	0	0	0	0	0	0	112	0	0	112	112	112	Purchase of vehicles, funded from revenue budget.
Total Transport Highways (excluding S.278 schemes)		109,031	32,959	37,157	43,933	223,080	109,031	31,380	42,525	44,133	227,068	(1,579)	3,989	

Section 278 Funded Developer Schemes														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	867	110	0	0	977	867	1	109	0	977	(109)	0	Additional works are required where scour has occurred to adjacent land after the project was completed. Costs to be recovered through original Section 278 Agreement. This was forecast to be undertaken in 2014/15 but is now scheduled to happen in 2015/16.
10338000		0	0	0	0	0	0	2	0	0	2	2	2	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	18	0	0	0	18	18	4	0	0	22	4	4	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	10	386	0	401	4	0	396	0	401	(10)	0	Scheme moved to 2015/16 where all further work will take place
10935000	Bishopton lane improvement	0	0	0	0	0	0	3	0	0	3	3	3	
11079000	Former Cattle Market Site in Stratford	1,068	237	0	0	1,304	1,068	124	113	0	1,304	(113)	0	Although the scheme is substantially complete some additional signage work and compensation events will be paid for in 2015/16
11093000	A3400 Shipston Road - Waitrose - Contract no. 3738	0	0	0	0	0	0	15	0	0	15	15	15	This is not a cost overrun. This is a release of part of the cash security.
11094000	Back Lane Long Lawford	347	(50)	0	0	297	347	(73)	0	0	273	(23)	(23)	The variation is due to a refund from National Grid.
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	0	2	0	0	2	0	6	0	0	6	4	4	

P Transport

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance In Year £'000	Total £'000	
11186000	New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston	0	0	0	0	0	0	7	0	0	7	7	7	Additional fees have been incurred dealing with snagging issues on-site. These costs will be recharged to the developer.
11188000	Changes to Leicester Rd/Brownsover Rd roundabout - Rugby Gateway	0	0	0	0	0	0	3	0	0	3	3	3	
11194000	Minor Developer Funded Schemes 2013/14	29	9	166	0	205	29	44	131	0	205	35	0	The variation is due to delays in starting a number of minor developer funded schemes as the S278 agreements have not yet been signed.
11195000	Minor Developer Funded Schemes 2014/15	0	195	55	0	250	0	74	176	0	250	(121)	0	The variation is due to delays in starting a number of minor developer funded schemes as the S278 agreements have not yet been signed.
11196000	Minor Developer Funded Schemes 2015/16	0	0	250	0	250	0	0	250	0	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	4,689	30	0	0	4,719	4,689	17	13	0	4,719	(13)	0	Additional fees and works required have been less than anticipated.
11243000	Coventry Road/Back Lane (Long Lawford) Footway Improvements and Puffin Crossing	102	93	0	0	195	102	(15)	0	0	88	(107)	(107)	Scheme completed at lower than anticipated cost.
11305000	New Roundabout on the A444 Weddington Road Nuneaton	0	550	0	0	550	0	617	0	0	617	67	67	Unexpected utility diversions resulted in additional costs.
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	0	390	0	0	390	0	348	42	0	390	(42)	0	There are still some elements of this scheme to be completed and paid for including some issues raised at safety audit.
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	0	110	0	0	110	0	1	109	0	110	(109)	0	Scheme not started on-site as Developer is contesting the detail of the S278 Agreement
11325000	Stratford Town Station Upgrade	0	4	256		260	0	5	255	0	260	1	0	
11326000	Elliot's Field Retail Park	0	210	210	0	420	0	0	595	0	595	(210)	175	Tenders are considerably higher than original consultant estimate. S278 not signed
11327000	B4113 Gipsy Lane Junction	0	0	200	0	200	0	4	196	0	200	4	0	
11328000	New Roundabout Southam Road Kineton	0	100	210	0	310	0	1	496	0	497	(99)	187	Tenders are considerably higher than original consultant estimate. S278 not yet signed.
11336000	Ansty Business Park Phase 3	0	0	1,265	0	1,265	0	45	1,220	0	1,265	45	0	Additional work identified during the design has delayed the start of this scheme on-site.
11337000	A426 Leicester Road, Rugby - Toucan Crossing	0	295	0	0	295	0	122	173	0	295	(173)	0	Start on-site delayed waiting for S278 to be signed. Scheme now will span two financial years.
11366000	B4087 Tachbrook Road Signals	0	0	0	0	0	0	6	446	0	452	6	452	Project added to Capital Programme by Deputy Leader 20 February 2015.
Total S.278 Schemes		7,880	2,295	2,999	0	13,174	7,880	1,362	4,721	0	13,963	(932)	790	
Total Transport and Highways		116,911	35,253	40,156	43,933	236,253	116,911	32,742	47,246	44,133	241,032	(2,511)	4,779	

Results for Key Business Performance Measures April 2014 to March 2015

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
1.1	WCC cost per passenger journey on County Council supported services	£0.76	£0.74	£0.79	Red	This represents a continuation of the situation which has taken place throughout the year as previously financially supported services transfer to commercial, thus reducing total passenger numbers from this equation and increasing per capita cost.
1.2	Level of subsidy per head of population in Warwickshire	£3.78	n/a	£3.82	-	
1.3	Percentage take up of concessionary passes by those eligible	73.00%	73.00%	73.50%	Green	Cumulatively the target was achieved over the year. Pass numbers have dropped, in part due to better data (esp via Tell Us Once), and in part due to customers not renewing expired passes (second batch of renewals commenced from January 2015).
1.6	Delivery of the annual Capital Programme for Transport	91.60%	100%	93%	Red	Delivery of capital programme (excluding s278 schemes) for 2015/15 is 95%. Delivery over the same period but including s278 schemes is 93%. During the financial year there was minor delay in delivering some schemes. Currently a s278 scheme is accepted into the capital programme but there are still processes to complete which need the effort of external parties. These processes can sometimes take a considerable amount of time to complete before a scheme is ready to deliver.
2.1	Number of people killed or seriously injured (KSI) - on our roads	288	283	315	Red	This indicator is measured and reported alongside the Calendar Year. Warwickshire's Q1-4 figures are up by 27 compared to the same period in 2013. The year end figure is for the year ending 31st December 2014.
3.2	Length of highway network where maintenance is needed	277km	250km	220km	Red	As forecast at Q3, the year end length of network treated is less than the target due to a reduction in surface dressing work.
3.3	Length of highway network where maintenance is needed	587.2km	n/a	567.7km	-	This measure is monitored only.

Public Health - John Linnane
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Caborn (Health)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,000	0	2,000	1,951	(49)	
Health Improvement	11,383	0	11,383	11,720	337	Overspend due to increased demand for substance misuse treatments and services
Health Protection	4,590	0	4,590	4,487	(103)	
Population Health	150	0	150	65	(85)	
Wider Determinants	3,870	395	4,265	3,946	(319)	Underspend due to reduced output of advocacy
Net Service Spending	21,993	395	22,388	22,169	(219)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Family Nurse Partnership	0	581	97	678	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Savings	1,745	(736)	122	1,131	
Total	1,745	(155)	219	1,809	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	0	0	0	0	0	0	600	0	600	0	
OOP/PH-C	Implementation of Digital by Default and other electronic systems to support the delivery of public health services.	0	0	0	0	0	0	0	0	100	0	
OOP/PH-D	Reduction in the contribution to overheads, reflecting more cost effective ways of working	0	0	0	0	0	0	0	0	100	0	
OOP/PH-B	Target the provision of health checks where most needed across the county.	0	0	0	0	0	0	0	0	1200	0	
	Total	0	0	0	0	0	0	600	0	2,000	0	
	Target		0	0		0	0		600		2,000	
	Remaining Shortfall/(Over Achievement)		0	0		0	0		600		2,000	

Results for Key Business Performance Measures April 2014 to March 2015

Ref	Measure	2013/14 Actual	2014/15 Target	2014/15 Year End Actual	Year End Alert	Comments
	Health Improvement					
2.1	% uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents	n/a	Baseline to be established	-	n/a	This performance measure has been reported as a number not a percentage, this change has been reflected in the 2015/16 Business Unit Plan. Figures for 14-15 relating to the uptake of low level mental health and wellbeing services in Warwickshire are as follows: - 1:1 appts undertaken by the Warwickshire Wellbeing Hubs: 1,500 - Big White Wall (on-line support service) referrals: 50 - Issues by the library service for Books on Prescription: 6065 loans and renewals - Sorted! scheme for adolescents: 4919 loans and renewals - Mental Health referrals for Exercise on Prescription: 222 Total: 12,756
2.2	Number of people with dementia accessing post diagnosis wellbeing support	n/a	Baseline to be established	4558	n/a	The data relates to the following services: - Use of Living Well with Dementia Portal – 4,542 unique visitors - Uptake of Books on Prescription for Dementia – awaiting data from Library Services - Exercise on Referral for Dementia – 4 referrals - Dementia Befriending Service in Rugby – 12 since service commenced in July Please note that the Dementia Navigator Service commenced on 1st April and figures relating to this service will be incorporated during 15-16.
2.3	% of children aged 11 who are obese	16.3% (12/13)	17%	15.60%	Green	15.6% is the Academic year 13/14 National Child Measurement Programme figure achieved at end August 2014. This figure may be refreshed once validated by the Department of Health, this usually occurs in December 2014/15 data expected August 2015.
2.4	% of Breastfeeding initiated	72.00%	74%	72.63%	Amber	
2.5	% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	44.00%	50%	42.66%	Red	Please note national trends are currently being exceeded.
2.8	Numbers of referrals and completion (Increase in physical activity levels, specifically targeting inactive, vulnerable, at risk/ high inequalities wards through commissioned services)	247	350	347	Amber	The 347 referrals relate to 1 provider. Across Warwickshire the cumulative for Exercise on Referral (EoR) is 1,243. Quarterly referrals have consistently increased over 2014/15. A new service for EoR will commence in July 2015. This new service will co-ordinate Physical Activity / EoR across the County through one provider, thereby increasing ease of referral and access for users.
2.9	% of women smoking in pregnancy (from 'Smoking at the time of delivery' data) - South Warwickshire CCG	7.26%	To reduce on previous year	8%	Red	Q4 actual data will be available early June 2015, Q3 data has been reported as 8.1%. Based on the performance for Q2 and Q3 it is unlikely that we will meet the target of 7.25% for 2014/15. This is due to a varying cohort of pregnant women and is unlikely to be an increasing trend. We will continue to provide targeted support for pregnant smokers
2.10	% of women smoking in pregnancy (from 'Smoking at the time of delivery' data) - Warwickshire North CCG	17.34%	To reduce on previous year	15%	Green	Q4 actual data will be available early June 2015, Q3 data has been reported as 15%. Based on the performance for Q1- Q3 it is likely that we will meet the target of 17.33% for 2014/15.
2.11	% of women smoking in pregnancy (from 'Smoking at the time of delivery' data) – Coventry Rugby CCG	12.96%	To reduce on previous year	12.95%	Green	Q4 actual data will be available early June 2015, Q3 data has been reported as 13.1%. Based on the performance for Q1- Q3 it is likely that we will meet the target of 12.95% for 2014/15
2.12	Increased number of people stopping smoking (4 week quit data)	2,730	increase on previous year outturn = 2,757	2068	Red	Of the 3,508 who set a quit date, 1,438 quit at 4 weeks equivalent to 41% quit rate . Based on the current performance we estimate a reduction of 22% setting a quit date and a reduction in the percentage of quitters at 4 weeks compared to 2013/14. A reduction in the number of smokers using the Stop Smoking Services is likely to be as a result of an increase in the use of E-cigarettes. To improve performance we will offer support through on-line support for those smokers who are not accessing Stop Smoking Services, including those using E-cigarettes.
	Wider determinants					
3.3	All districts and boroughs to support PH delivery of Health Impact Assessments to champion Health Impact assessments (2015) (target yes/no)	n/a	March 2015	Yes	Green	4 out of 5 HIAs completed. NB. The Rugby HIA will be initiated this year. They have agreed to comply and have decided to participate in a HIA after the election.
	Health Protection					
4.2	Teenage conception rate per 1,000 population	24.3	23.1	22	Green	2013 are the most up-to-date figures available
	Population Health					
5.1	Prioritisation of need agreed with the HWBB (target yes / no)	Yes	Jul-14	Yes	Green	Agreed 16th July 2014

Fire and Rescue - Gary Phillips
Chief Fire Officer - Andy Hickmott
Portfolio Holder - Councillor Horner (Community Safety)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	11,477		11,477	11,279	(198)	Early delivery of savings which will assist with delivery of savings in future transitional years.
Prevention and Protection	911		911	837	(74)	Early delivery of savings which will assist with delivery of savings in future transitional years.
Strategy and Planning	701		701	597	(104)	Due to Control Project underspend of £121K against grant funding which will be used to support the delivery of the remainder of the project in 2015/16.
Operational Risk	3,998		3,998	3,967	(31)	
Organisational Risk	94		94	91	(3)	
Service Support	2,645		2,645	2,666	21	
Net Service Spending	19,826	0	19,826	19,437	(389)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Pensions Reserve	966	75	(962)	79	The effect of Outturn includes £1.004 million Firefighters Pensions costs included in the Other Services Outturn.
Fire Control Project	0	788	121	909	Please refer to Appendix C for a detailed analysis of the Business Unit's proposed use of reserves
Service Savings Reserve	0	400	226	626	
Total	966	1,263	(615)	1,614	

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/FRS-A	Implement a new delivery model	238	238	238	709	238	709	1,397	238	1,750	238	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	35	35	35	87	35	87	136	35	136	35	
OOP/FRS-C	Reduction in smoke alarm fitting	20	20	20	20	20	20	20	20	20	20	
OOP/FRS-D	New crewing arrangements for the small fires unit	57	57	57	57	57	57	57	57	57	57	
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	36	36	36	102	36	102	118	36	133	36	
OOP/FRS-F	Savings delivered through the implementation of the previous Improvement Plan (agreed by Members July 2010)	119	119	119	119	119	119	119	119	119	119	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0	0	0	84	0	84	84	0	84	0	
OOP/FRS-H	Removal of one senior management post within the Service	0	0	0	35	0	35	80	0	80	0	
	Total	505	505	505	1,213	505	1,213	2,011	505	2,379	505	
	Target		505	505		1,213	1,213		2,011		2,379	
	Remaining Shortfall/(Over Achievement)		0	0		708	0		1,506		1,874	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Final Outturn					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance in Year £'000	Total £'000	
10575000	Fire Capital Grant - Improvement Plan	166	0	0	0	166	166	0	0	0	166	0	0	
11086000	Fire Capital Grant 2011/12	633	0	0	0	633	633	0	0	0	633	0	0	
11087000	Fire Capital Grant - Equipment Management System	0	0	0	0	0	0	0	0	0	0	0	0	
11147000	Improvement Plan - Convert Alcester to Whole Time Station	637	0	0	0	637	637	0	0	0	637	0	0	
11148000	Improvement Plan - Vehicles and Equipment	40	0	0	0	40	40	0	0	0	40	0	0	
11149000	Fire Capital Grant - Light building for vehicle inspection and repair	207	0	0	0	207	207	0	0	0	207	0	0	
11150000	Fire Capital Grant - Portable Specialist Ff Equipment at Kingsbury Oil Terminal	0	0	0	0	0	0	0	0	0	0	0	0	
11151000	Fire Capital Grant - Equipment for Fire Appliances	90	110	64	0	265	90	7	167	0	264	(103)	(0)	Work was paused whilst the Future Estate programme was developed. This was approved by Council on 05/02/15 and this grant will be carried forward to support the programme in 15/16.
Sub Total - Projects Funded From Fire Capital Grant		1,772	110	64	0	1,947	1,772	7	167	0	1,947	(103)	(0)	
11045000	Vehicle Replacement Programme 2013/14	207	0	0	0	207	207	0	0	0	207	0	0	
11152000	Vehicle Replacement Programme 2014/15	0	780	0	0	780	0	823	0	0	823	44	44	Late changes to the specification of the 5 Midi Fire Appliances. Increased costs have been funded by revenue contribution.
11223000	Vehicle Replacement Programme 2015/16	0	0	760	0	760	0	0	881	0	881	0	121	Continuation of fleet replacement programme including 5 x Midi Fire Appliances. Variation to be funded by revenue contribution.
Sub Total - F&R Self Financing Projects		207	780	760	0	1,746	207	823	881	0	1,911	44	165	
11047000	Equipment for New Fire Appliances 2012/13	80	0	0	0	80	80	0	0	0	80	0	0	
11048000	Equipment for New Fire Appliances 2013/14	81	39	0	0	120	81	38	0	0	119	(1)	(1)	
11153000	Equipment for new Fire Appliances 2014/15	0	120	0	0	120	0	97	23	0	120	(23)	0	
11298000	Equipment for new Fire Appliances 2015/16	0	0	120	-	120	0	0	120	0	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	0	0	120	120	0	0	0	120	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		161	159	120	240	680	161	136	143	240	679	(24)	(1)	

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Earlier Years £'000	2014/15 £'000	2015/16 £'000	2016/17 & Later £'000	Total £'000	Variance in Year £'000	Total £'000	
11229000	New Fire & Rescue Centre Leamington Spa	181	0	2,850	-	3,031	181	0	500	2,350	3,031	0	0	
11372000	Fire & Rescue Service Future Estate	0	0	1,446	-	1,446	0	0	0	1,446	1,446	0	0	We have not yet committed any of the contingency at the is early stage of the project, but wish to retain the contingency budget until completion of the full capital programme as agreed by Members in Feb 2015. Any surplus will be returned to corporate funds at project completion.
11373000	Response Location - Gaydon	0	0	700	-	700	0	0	700		700	0	0	
11374000	Training Centre - New Build	0	0	5,300	-	5,300	0	0	2,700	2,600	5,300	0	0	
11375000	Alcester Fire Station Reconfiguration	0	0	300	-	300	0	5	295		300	5	0	
11376000	Stratford Fire Station Reconfiguration	0		300		300	0	20	280		300	20	(0)	
Sub Total - F&R Future Estate Project		181	0	10,896	0	11,077	181	25	4,475	6,396	11,077	25	0	
11088000	Integrated Communications Control System - Funded From Fire Capital Grant	226	0	0	0	226	226	0	0	0	226	0	0	
10933000	Fire Control Call Handling & Mobilising Systems - Funded from Corporate Resources	185	0	0	0	185	185	0	0	0	185	0	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	669	142	0	0	811	669	27	137	0	833	(115)	22	
Sub Total - Fire Control Project		1,079	142	0	0	1,221	1,079	27	137	0	1,243	(115)	22	
Grand Total		3,401	1,191	11,840	240	16,672	3,401	1,018	5,803	6,636	16,858	(173)	186	

Results for Key Business Performance Measures April 2014 to March 2015

The Public Are Kept Safe 14/15				
Measure	Year End Actual	Year End Target	Alert	Comments
% of HFSCs delivered to vulnerable persons	83%	85%	Amber	The % of HFSC's delivered to vulnerable persons across the year has dipped below the 85% target. This is due to a number of Hot Strike campaigns in response to emerging issues taking place across the county where persons not necessarily classed as vulnerable were receiving HFSC's.
Total number of preventable fire related deaths	1	0	Red	There has been 1 preventable fire related death reported in an accidental dwelling fire this year. A full investigation has been conducted to understand the circumstances of the fatality. Any lessons are used to inform future initiatives to help keep our community safe.
Total number of fire related injuries	22	22	Green	
Total Primary Fires	585	634	Green	
Total number of accidental dwelling fires	164	156	Red	The number of ADF's has increased slightly, by 8 incidents or 5%, across the latter part of the year. Although this is disappointing and we are tracking the ADF's carefully to understand any trends and develop Community Fire Safety strategies to address them, it should be noted that last year WFRS was the best performing service for ADF's and we are expecting to be a top performer this year also.
Total number of deliberate fires	583	532	Red	The total number of deliberate fires has increased by 51 incidents, 9.6%, during this year. Arson reduction is a priority for the service and the Arson Reduction Team monitor arson activity closely. Levels of arson activity have been comparatively low for some time but there is a concern that levels are starting to increase. The Arson Reduction Team work with partnership agencies, such as the Police and local Community Safety Partnerships, to address emerging issues through prevention and intervention activity. Arson activity where no property or vehicles are involved is influenced by the weather and as it has been warmer and drier this year an increase was inevitable.
Total number of fires in non domestic premises	78	85	Green	
% of P1-P2 incidents where agreed response standards were met 1st appliance	81%	75%	Green	
% appliance availability	80%	82%	Amber	Retained appliance availability across the year has been 80%, 2% less than target. The Service has recently introduced a number of initiatives to improve RDS appliance availability such as the introduction of the Transformation Business Continuity Pool which enables a more flexible approach to moving staff around the County to improve availability.
Total number of road traffic collisions attended with person injured	237	252	Green	
Total no of enforcement notices	11	12	Green	

Firefighters Are Kept Safe 14/15				
Measure	Year End Actual	Year End Target	Alert	Comments
Number of RIDDOR reportable accidents	9	6	Red	The number of RIDDOR incidents have increased from six to nine in comparison of the previous year. The increase of RIDDORs maybe in due in part to the H&S department enhancing the days lost management system which allows more accurate identification of service personnel time lost. RIDDOR incidents are investigated by at least 1 trained specialist accident investigators to ensure where relevant additional control measures are established.
Number of personal injuries	59	47	Red	The number of personal injuries has increased this year by 11. There were 59 reported personal injuries. This increase may be down to the fact that more training has been carried out and also the number of incidents has increased. There were no identifiable trends, however 2 significant vehicle incidents occurred which resulted in 7 personal injuries.
Competency assurance checks by all line managers	100%	100%	Green	
% of times when standards for replacing risk safety equipment were met (24hrs)	100%	100%	Green	
% of times when standards for replacing non risk safety equipment were met (7 days)	97%	80%	Green	
Measure	Year End Actual	Year End Target	Alert	Comments
No. of exercises and training in preparation for major threats	6	8		WFRS are required to deliver 12 Level 1, 2 multi agency exercises, we are on target to achieve the required number by March 2015. This target will remain the same for 2015/16, this is an increase on previous years, where there was a requirement of 4 per quarter, all future exercises will now concentrate on Level 3 premises. The new 12 target was implemented in Feb 2015, which is one reason why the target was not achieved.
% of AIMS/ 022s that have identified good practice is being carried out	35%	monitor only		
We Do Our Very Best 14/15				
Measure	Year End Actual	Year End Target	Alert	Comments
% employee satisfaction	54%	73%	Red	This result for WFRS is disappointing, however it should be noted that the survey did take place during a period of national industrial action and also when we were consulting staff on the transformation programme.
Average days lost to sickness per FTE		4.92		
% customer satisfaction levels	97%	90%	Green	
% of justified complaints received	57%	0%	Red	A total of 7 complaints have been received by the Service this year, 1 less than last year. 4 were found to be either partly or fully justified after investigation, appropriate remedial action has been taken.
Number of complaints received	7	monitor only	N/A	

R Fire

Business Unit Measures				
Measure	Year End Actual	Year End Target	Alert	Comments
% of P1-P2 incidents where agreed response standards were met 2nd appliance	86%	90%	Amber	The target for response standards for the second appliance have not been met this year. The Service tracks the response times on a weekly basis and all incidents where the response time is not met are investigated for reasons. Understanding the reasons has helped identify some remedial action. The actual will start to improve as the Service moves to dynamic nearest appliance mobilisation.
Total no of AFA's	236	185	Red	This year the number of AFA's has increased by 51 incidents or 27%. The Service is currently working on a revised mobilisation policy to AFA's which will help manage the demand to ensure the Service is mobilising to incidents where there is risk to our communities.
Total no of secondary fires	647	541	Red	Secondary fires have increased by 19% this year. The vast majority of secondary fires are deliberate and therefore the Arson Reduction Team are monitoring activity closely and determining and implementing appropriate preventative activity.
% calls handled within agreed timescales	72%	75%	Green	
Competency checks on 8 risk critical areas	96%	98%	Amber	Throughout the year there will always be a small number of firefighters that may not be competent for one or more risk critical areas due to long-term sickness, inability to attend courses or failure of assessment. These individuals are supported by Training and Development to become competent as soon as possible.
% competent FDS personnel	100%	monitor only	N/A	
No of vehicle accidents	29	39	Green	
No of acts of violence or aggression	9	3	Red	This type of incident has increased significantly this year to 9 reported incidents, an increase of 7. There were no notifiable trends and it wasn't only operational personnel who were affected, a number of support staff were subjected to this type of incident. All incidents of this nature are investigated reported and dealt with effectively. Additional control measures have been implemented which includes communicating with the offenders and the offer of support for service personnel via the Occupational Health Department
No of days lost as a result of an adverse event	462	monitor only	N/A	
No of documents requiring review on DMS	158	monitor only	N/A	
% level 2 PRIS inspections in date	97%	100%	Amber	At year end there are 4 sites awaiting visits, all of which are booked in for completion before the end of April.
% level 3 PRIS inspections in date	96%	100%	Amber	At year end there is 1 site awaiting a visit, which is booked in for completion before the end of April.
Appraisal completion rate	85%	100%	Red	A new appraisal system was introduced during the year and the feedback has been very positive. The completion rate of 85% is a good result and the Service is now focussing on improving the completion rate over the next round of appraisals. An awareness raising campaign is underway through our internal communication channels such as FireMatters. HR are also working with Station Commanders to ensure that all appraisals are being recorded correctly through HRMS.

Other Services - Virginia Rennie
Strategic Director - David Carter

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(178,907)	0	(178,907)	(180,425)	(1,518)	The underspend includes £837,000 additional government rate received to compensate for the effect of limiting the increase in business rates, including small business rate relief, £569,000 additional Education Support Grant because fewer schools have become academies during 2014/15 than anticipated. All of the underspend is one-off and the impact in 2015/16 is reflected in the budget approved in February.
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(270,930)		(270,930)	(240,792)	30,138	The change in the outturn position reflects both the conversion of schools to academy status in the last 3 months and use of reserves by Maintained Schools.
Individual Schools Budget (ISB)	208,724	0	208,724	181,435	(27,289)	
Capital Financing	37,837	(1,883)	35,954	33,588	(2,366)	A reflection of a reduction in the servicing costs of a smaller capital programme as a result of slippage in 2013/14 and 2014/15
Revenue contribution to capital financing	1,020	0	1,020	1,020	0	
Interest on Revenue Balances	(1,082)	0	(1,082)	(2,272)	(1,190)	Increased investment returns due to the impact of the approved Treasury Management Strategy. The level of the reserve will be reviewed as part of the 2016/17 refresh when future forecast trends in interest rate levels become clearer.
Strategic Management Team	1,170	(35)	1,135	1,422	287	The overspend reflects the one-off costs of £281,000 in respect of the Strategic Director of People Group
County Coroner	394	0	394	401	7	
Environment Agency (Flood Defence Levy)	220	0	220	223	3	
External Audit Fees	201	0	201	137	(64)	
Provision for redundancy costs	1,688	(1,086)	602	0	(602)	The underspend reflects that there have been fewer redundancies in 2014/15 than expected when the One Organisation Plan was agreed. It is expected these redundancies will instead occur over the remaining years of the Plan and therefore the funding will be added to the Service Realignment Fund to ensure it is available when required.
Insurance Fund	0	0	0	(148)	(148)	
Pensions	0	0	0	1,712	1,712	£252,000 is a required additional contribution to the Local Government Pension Scheme as a consequence of there being fewer active members in the scheme than assumed when the scheme's actuaries undertook the last revaluation. The remaining £1,459,000 is an additional contribution we are required to make to the Firefighters Pension Fund as a result of a reinterpretation of the guidance that determines the required level of employers contribution dating back to 2006/07.
County Council Elections	0	0	0	7	7	
Members Allowances and Expenses	1,012	0	1,012	916	(96)	
Other Administrative Expenses and Income	412	0	412	537	125	
Reorganisation Pensions	66	0	66	94	28	
Subscriptions	238	0	238	103	(135)	
Net Service Spending	(197,937)	(3,004)	(200,941)	(202,042)	(1,101)	
				Non DSG	(3,950)	
				DSG	2,849	

The outturn position does not include the impact of the 2014/15 Coventry and Warwickshire Business Rate Pool as we are still awaiting the end-of-year figures from some of the Pool members
If further information is available at the time Cabinet meet a verbal update will be provided.

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Reason for Request
Corporate					
General Reserves	18,418	(1,570)	2,537	19,385	Please refer to Appendix C for a detailed analysis of Other Services proposed use of reserves
Medium Term Contingency	13,315	7,184	0	20,499	
Service Realignment Fund	11,277	0	602	11,879	
Capital Fund	868	0	172	1,040	
Insurance Fund	8,975	(713)	198	8,460	
Schools	17,717	(200)	(3,057)	14,460	
Centrally Managed support for schools	1,195	0	(2,470)	(1,275)	
Total Corporate Reserves	71,765	4,701	(2,018)	74,448	
Other Services					
Audit Fee Reserve	499	0	64	563	Please refer to Appendix C for a detailed analysis of Other Services proposed use of reserves
Capacity Building Fund	1,454	0	0	1,454	
Carbon Reduction Commitment Scheme	210	316	0	526	
Community Infrastructure Levy	301	0	0	301	
Interest Rate Volatility Reserve	0	3,130	1,190	4,320	
National Non-Domestic Rates Appeals	1,047	0	0	1,047	
National Non-Domestic Rates Pool	(467)	0	198	(269)	
Ring-fenced core grants	854	(854)	0	0	
Quadrennial Elections	0	246	(7)	239	
Total Other Services Reserves	3,898	2,838	1,445	8,181	
Group Reserves					
Resources Group	920	0	0	920	Please refer to Appendix C for a detailed analysis of Other Services proposed use of reserves
Resources Transformation Fund	1,052	498	0	1,550	
Total Group Reserves	1,972	498	0	2,470	
Total	77,635	8,037	(573)	85,099	

Note:

£1,004,000 of the overspend on Pensions costs has been charged to the Firefighters Opension Fund Reserve, this is shown in the detail of the Fire and Rescue Service Business Unit.

£2,678,000 net overspend on DSG funded services the constitute the centrally managed overspend is shown against the Centrall Managed DSG reserve. Details of the spending are included as part of the appendices for the relevant business unit

2014/15 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Target	Actual to Date	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
OOP/OS-A	Reduction in the provision for borrowing costs	440	440	440	940	940	940	1,440	940	1,940	940	
OOP/OS-B	Removal of the Capacity Building Fund	560	560	560	560	560	560	560	560	560	560	
OOP/OS-C	Reduction in total cost of members expenses and catering	50	50	50	50	50	50	50	50	50	50	
OOP/OS-D	Management restructure	0	0	0	0	0	0	100	0	250	0	
OOP/OS-E	Removal of the provision for funding redundancy costs	0	0	0	0	0	0	0	0	2,000	0	
	Total	1,050	1,050	1,050	1,550	1,550	1,550	2,150	1,550	4,800	1,550	
	Target		1,050	1,050		1,550	1,550		2,150		4,800	
	Remaining Shortfall/(Over Achievement)		0	0		0	0		600		3,250	