

## **Cabinet**

**20 June 2013**

### **Year End 2012/13 Organisational Health Report: Finance, Performance & Risk (April 2012 – March 2013)**

#### **Recommendations**

It is recommended that Cabinet:

- I. Review and comment on the 2012/13 performance against targets set. (Appendix T)
- II. Review and comment on the 2012/13 revenue outturn position, the year end performance against the 2012/13 savings plan, the revised capital payments totals detailed in Appendices A to S and the level of reserves held by the authority (Appendix V).
- III. Approve the carry forward of £12.706 million service savings to support plans for the delivery of services in 2013/14 as outlined in paragraph 6.3.
- IV. Approve the use of £8.151 million to repay borrowing in 2013/14 and hence reduce the authority's outstanding debt.
- V. Support the approach to the financing of the 2012/13 capital programme as detailed in paragraph 7.4.
- VI. Note the management of significant risks as outlined in Section 8.

#### **1.0 Key Issues**

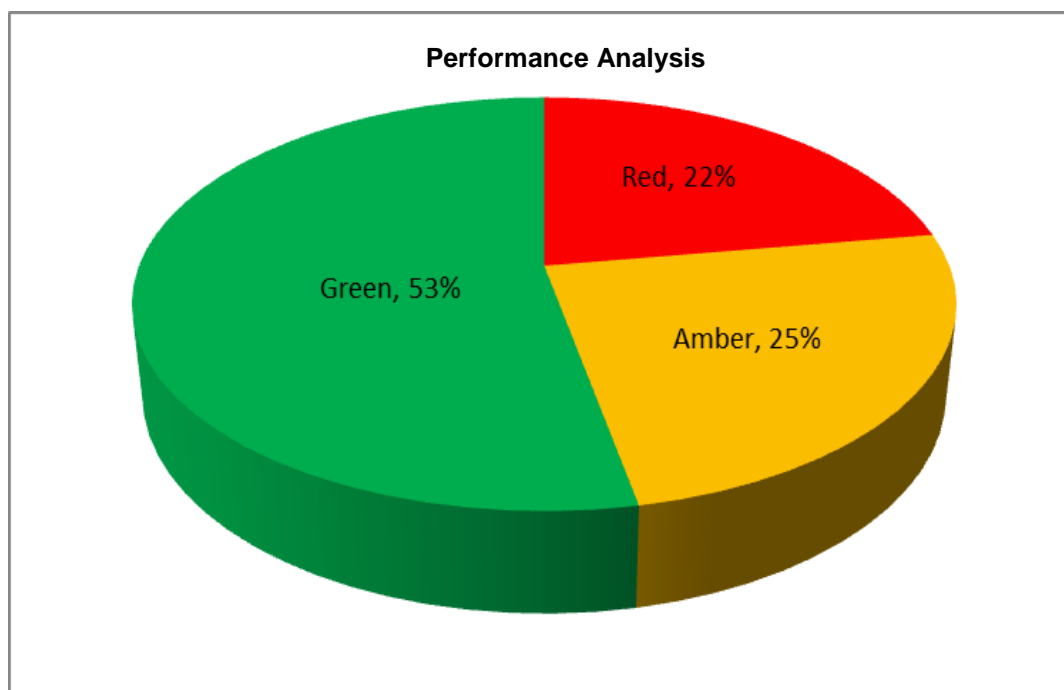
- 1.1 This report provides Members with a joint picture of how the organisation has performed in 2012/13 in terms of delivering our key performance measures, the financial management of our resources (including the capital programme and savings plans) and managing and responding to significant risks.
- 1.2 Overall the report presents a positive picture. We are on track to deliver the Aims and Ambitions as set out in the Corporate Business Plan. The majority of Business Units have met their 2012/13 savings targets. Where the delivery of savings is behind schedule, underspends and/or reserves are available to cover the shortfall on a temporary basis and actions are in place to ensure savings targets are met in 2013/14. The revenue outturn position for the authority (where we have direct control over the use and allocation of resources) is an

underspend of £17.196 million, reflecting a continued cautious approach towards spend from Business Units during a time when the level of future resources is so uncertain. This reflects a significant achievement in delivering challenging savings targets whilst maintaining high performance standards.

- 1.3 The financial outturn means the authority has maintained its prudent reserves position at the end of 2012/13. To continue the pace of change services are requesting to use £12.706 million to support their savings and transformation plans in 2013/14 as part of the medium term approach to the delivery of services and to use £8.151 million to repay borrowing and hence reduce the authority's outstanding debt. A review of all remaining reserves has been undertaken to make sure we are only holding reserves to cover identifiable financial risks. Until the extent of decisions needed to balance the Authority's budget over the life of the administration is known the advice from the Head of Finance is that the current level of general reserves should be maintained.
- 1.4 £16.823 million of the forecast capital spend at Quarter 3 has slipped into future years. This slippage has meant we have been able to avoid using any borrowing to finance capital spend in 2012/13, instead deferring the need to take out additional borrowing into future years.
- 1.5 Based on the information at the end of 2012/13 we remain on target to deliver the current Medium Term Financial Plan (MTFP) and Corporate Business Plan. However, the positive financial outturn position does not mean there is scope to divert focus away from the need for a new organisational plan. We are looking towards needing to identify permanent reductions in estimated costs of about £90 million over the next four years. A more detailed resource forecast and proposals for an approach for developing a 2014-18 organisational plan that is financially sustainable will be brought to Cabinet in July.

## **2.0 Performance – High Level Summary**

- 2.1. The Year End (April – March) 2012/13 Performance Summary (Appendix T) provides Members with a summary of progress against the delivery of our Corporate Ambitions.
- 2.2. As at the end of March, we are able to report progress against 49 of the 58 measures. Of the 58 measures, four are not due to be reported against in 2012/13 and will feature in 2013/14 performance reports and for the remaining five measures the data is not currently available. Performance of these 49 measures is detailed in the graph below, with 53% meeting targets and a further 25% within agreed tolerance levels.



### 2.3. Year End 2012/13 Performance Highlights

The table below presents year end performance information for each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant Ambitions are provided within Section 3 of Appendix T.

	Red	Amber	Green	Subtotal	Not Yet Available	Not collected this year*	Grand Total
<b>Ambition 1: Community &amp; Customers</b>	1	0	2	3	0	2	5
<b>Ambition 2: Safety &amp; Protection</b>	3	2	8	13	0	0	13
<b>Ambition 3: Care &amp; Independence</b>	2	3	6	11	0	2	13
<b>Ambition 4: Enterprise, Transport &amp; Tourism</b>	1	2	3	6	1	1	8
<b>Ambition 5: Environment &amp; Housing</b>	1	0	1	2	1	0	3
<b>Ambition 6: Schools &amp; Education</b>	1	2	2	5	0	0	5
<b>Ambition 7: Organisation</b>	2	3	4	9	2	0	11
<b>Total</b>	<b>11</b>	<b>12</b>	<b>26</b>	<b>49</b>	<b>4</b>	<b>5</b>	<b>58</b>

\* includes one indicator that is not targeted

### 2.4. 11 measures have missed the target set and they are:-

- Completion of BDUK Procurement Phase by March 2013
- Children who are both looked after and subject of a child protection plan

- % of people who use services who feel safe is in top quartile of comparator group
- Adult drug users exiting treatment successfully
- Admissions to Residential Care Homes per 1000 population
- The proportion of people who use services & carers who find it easy to find information about support
- Length of highway network where surface treatment was achieved
- The number of extra care units available for use by customers eligible for WCC Adult Social Care
- % of children in year 6 who are obese
- % net variation to budget
- Number of Service Reviews delivering a full business case to schedule

### 3.0 Going for Growth

- 3.1 The Year End (April – March) 2012/13 Going for Growth Summary (**Appendix U**) provides Members with a summary of progress against the delivery of our Going for Growth agenda.

### 4.0 Finance – High Level Summary

- 4.1 Table 1 provides a one page summary of the financial performance of each service compared to the approved budget. At the end of 2012/13 the revenue outturn position for the authority is an underspend of £22.489 million. £5.293 million of the underspend is a timing issue in respect of Government Grant received in 2012/13 for spending that will be incurred in 2013/14.
- 4.2 This means the outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £17.196 million. This includes an underspend across the Dedicated Schools Grant (DSG) that funds schools expenditure of £0.077 million. Any underspends by services form a contribution to reserves. This money is then available to support spending in future years and to fund the consequences of any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.
- 4.3 A service-by-service breakdown of the variations compared to the budget, including where this is funded from DSG, and the reasons for the variations is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

<b>Table 1: Summary of 2012/13 Financial Performance as at 31/03/2013</b>					
Col 1	Col 2	Col 3	Col 4	Col 5	
App.	Group/ Service	Revenue (Under)/ Over Spend  £'000	Savings (Above)/ Below Target  £'000	Capital Programme	
				2012/13 (Under)/ Over Spend £'000	Variation to total capital budget £'000
	<b>People Group</b>				
A	Safeguarding*	2,406	165	(22)	0
B	Social Care and Support	(1,940)	13	7	0
C	Business Manager*	0	41	(660)	0
D	Strategic Commissioning*	(1,765)	0	-	-
E	Early Intervention*	(1,195)	777	(77)	(4)
F	Learning and Achievement*	(1,477)	300	(4,520)	(4)
	<b>Resources Group</b>				
G	Customer Service	(491)	36	(290)	2
H	Finance	(1,487)	0	-	-
I	Human Resources & Organisation Development	(1,129)	0	-	-
J	Information Assets	(561)	0	300	369
K	Law and Governance	(223)	(2)	-	-
L	Physical Assets	(624)	0	(4,232)	429
M	Service Improvement and Change Management	(368)	0	-	-
	<b>Communities Group</b>				
N	Sustainable Communities	(2,706)	(184)	(2,845)	359
O	Localities and Community Safety	(1,512)	0	(26)	1
P	Transport and Highways	(790)	0	(4,189)	1,952
Q	Public Health	(166)	-	-	-
R	<b>Fire and Rescue</b>	(256)	0	(269)	214
S	<b>Other Services*</b>	(2,912)	-	-	-
	<b>Total</b>	<b>(17,196)</b>	<b>1,146</b>	<b>(16,823)</b>	<b>3,318</b>

Notes: There may be rounding differences

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

Column 3 shows the total revenue underspend for each service after deducting government grants received in advance. The breakdown of the corresponding budget is given in Appendices A to S.

Column 4 shows the financial variation from the target savings set for 2012/13. This is included in Column 3 too, as part of the overall revenue budgetary performance of the service.

Column 5 shows the variation in capital payments in 2012/13 compared to the budget and changes to the total cost of schemes over the life of the programme (again further details are given in Appendices A to S),

- 4.4 The 2012/13 Budget included a savings target of £41.291 million for 2012/13 and savings of £40.145 million were delivered during the financial year. Overall, therefore, there is a £1.146 million underachievement in the delivery of the savings plan in 2012/13. Plans are already in place for those Business Units who are not meeting their savings targets to do so in 2013/14.
- 4.5 In the Quarter 3 capital programme approved by Cabinet in January, the approved estimated value of capital payments due in 2012/13 was £98.080 million. The actual total 2012/13 capital payment is £81.257 million. This £16.823 million reduction is primarily a result of the re-phasing of project spend from 2012/13 into later years. The key messages in relation to the capital budget and its financing are highlighted in Section 7.

## 5.0 Revenue Spending – 2012/13 Outturn

- 5.1 A number of budget adjustments have happened during the last quarter that have resulted in the total budget being £1.496 million lower than reported at Quarter 3. These changes are shown in Table 2 below in the 'Agreed Changes' column.

**Table 2: 2012/13 Revenue Budget – Summary of Agreed and Projected Changes**

App.	Group/ Service	Budget after Q3 report £'000	Agreed Changes* £'000	Revised Budget £'000	Variation	
					£'000	%
	<b>People Group</b>					
A	Safeguarding	35,822	0	35,822	2,406	6.7
B	Social Care and Support	100,584	98	100,682	(1,940)	-1.9
C	Business Manager	16,590	(523)	16,067	0	0.0
D	Strategic Commissioning	16,967	(869)	16,098	(1,765)	-11.0
E	Early Intervention	17,010	(49)	16,961	(1,195)	-7.0
F	Learning and Achievement	68,150	1,464	69,614	(1,477)	-2.1
	<b>Resources Group</b>					
G	Customer Service	9,228	(3)	9,225	(491)	-5.3
H	Finance	6,705	(256)	6,449	(1,487)	-23.1
I	Human Resources & Organisational Development	5,787	0	5,787	(1,129)	-19.5
J	Information Assets	6,629	0	6,629	(561)	-8.5
K	Law and Governance	1,126	0	1,126	(223)	-19.8
L	Physical Assets	14,319	113	14,432	(624)	-4.3
M	Service Improvement and Change Management	2,516	1	2,517	(368)	-14.6
	<b>Communities Group</b>					
N	Sustainable Communities	23,599	(274)	23,325	(2,706)	-11.6
O	Localities and Community Safety	9,985	(126)	9,859	(1,512)	-15.3
P	Transport and Highways	28,223	214	28,437	(790)	-2.8
Q	Public Health	193	0	193	(166)	-86.0
R	<b>Fire and Rescue</b>	20,831	(992)	19,839	(256)	-1.3
S	<b>Other Services</b>	(45,660)	(294)	(45,954)	(2,912)	6.3
	<b>Total</b>	<b>338,604</b>	<b>(1,496)</b>	<b>337,108</b>	<b>(17,196)</b>	<b>-5.1</b>

Note:

There may be rounding differences

\* The agreed changes have been approved by the Head of Finance in accordance with his approved delegations

- 5.2 When looking at the outturn position the most significant areas of variation are in relation to:

- ❖ **Safeguarding** – The overspend of £2.406 million was due to the increased number of child protection cases during 2012/13 as well as higher than anticipated payments to sessional staff who are required by the Courts Service to be present for child family meets.

- ❖ **Strategic Commissioning** – The underspend of £1.765 million was due to a combination of the early achievement of the 2013/14 savings target, a number of vacancies which were held and a reduction in both demand and costs of tuition in hospital schools.
- ❖ **Early Intervention** – The underspend of £1.195 million was due to a combination of the early achievement of the 2013/14 savings target and a contingency which was being held to cover any underachievement of savings within the former Children’s Directorate Business Units.
- ❖ **Finance** – The Finance Business Unit as a whole came in on budget after early repayment of some borrowing. The underspend of £1.487 million represents the Transformation Fund for the whole of the Resources Group which is held within the Finance Service. This Fund is used for one-off investments which will delivery savings and improvements across the whole authority.
- ❖ **Human Resources & Organisational Development** – Underspending of £0.752 million was mainly due to vacancies and delays in commissioning training during the year. A further £0.377 million of the underspend was due to the Apprenticeships Project, funded as part of the Going for Growth allocation, which was not fully in place until 1 April 2013.
- ❖ **Sustainable Communities** – The underspend relates to a number of services. There were delays in organising the projects funded from the Going for Growth allocations and reduced tonnages of waste going to landfill has also contributed to this underspend.

## 6.0 Reserves

- 6.1 Warwickshire County Council holds 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.

### 6.2 Level of Reserves as at 31 March 2013

Section 5 outlined the spending against 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 2012/13 the authority held reserves of £92.968 million. With the approved in-year use of reserves and the effect of outturn the level of reserves at the end of the year have increased to £114.061 million. Table 3 shows the level of reserves held by the authority as at 31 March 2013 and how this has changed from the start of the 2012/13 financial year.

<b>Table 3: WCC Reserves</b>				
<b>Reserve</b>	<b>Opening Balance 01/04/2012 £'000</b>	<b>Approved In year changes £'000</b>	<b>Effect of Outturn* £'000</b>	<b>Balance As at 31/03/2013 £'000</b>
<b>Corporate Reserves</b>				
General Reserves	15,750	1,380	1,813	18,943
Medium Term Contingency	0	13,315	-	13,315
Service Realignment Fund	8,241	256	-	8,497
Capital Fund	326	61	-	387
Insurance	7,969	0	16	7,985
Schools	22,650	(3,054)	77	19,673
<b>Group Reserves</b>				
People	0	0	0	0
Communities	100	(96)	0	4
Resources	2,971	(2,326)	0	645
<b>Business Unit Reserves</b>				
Safeguarding	2,578	(1,138)	(2,406)	(966)
Social Care and Support	9,420	996	1,940	12,356
Business Manager	1,300	0	0	1,300
Strategic Commissioning	1,112	(343)	1,765	2,534
Early Intervention	1,347	(1,222)	1,195	1,320
Learning and Achievement	1,381	(1,131)	1,477	1,727
Customer Service	170	(170)	491	491
Finance	93	(93)	1,487	1,487
Human Resources	144	(144)	1,129	1,129
Information Assets	1,100	(304)	561	1,357
Law and Governance	34	(34)	223	223
Physical Assets	817	(503)	624	938
Service Improvement and Change Mgmt	50	(50)	368	368
Sustainable Communities	3,474	(3,106)	5,116	5,484
Localities and Community Safety	2,304	(302)	1,916	3,918
Transport and Highways	3,241	(1,716)	790	2,315
Public Health	58	(58)	427	427
Fire	2,196	86	256	2,538
Other Services	4,141	(1,700)	3,225	5,666
<b>Total Reserves *</b>	<b>92,968</b>	<b>(1,396)</b>	<b>22,489</b>	<b>114,061</b>

Notes:

There may be rounding differences

\* This figure includes the £5.293 million of grant income received in 2012/13 for projects to be delivered in 2013/14.

### 6.3 Use of Reserves to support 2013/14 activity

Table 3 shows the 'pure' impact of outturn upon the reserves held by the County Council. Business Units are requesting approval to use £12.706 million of these reserves to support services in 2013/14. These carry forward requests are listed in Table 4. The rationale behind these carry forward requests can be found in **Appendix V**.



<b>Table 4: List of Carry Forward Requests</b>	
	<b>£'000</b>
<b>People Group</b>	
Safeguarding	227
Social Care and Support Services	1,620
Business Manager	-
Strategic Commissioning	245
Early Intervention and Family Support	-
Learning and Achievement	907
<b>Resources Group</b>	
Customer Service	192
Finance	101
Human Resources & Organisational Development	516
Information Assets	341
Law and Governance	68
Physical Assets	80
Service Improvement and Change Management	13
<b>Communities Group</b>	
Sustainable Communities	3,951
Localities and Community Safety	935
Transport and Highways	998
Public Health	425
<b>Fire and Rescue</b>	1,775
<b>Other Services</b>	312
<b>Total Carry Forwards</b>	<b>12,706</b>

#### 6.4 Use of Reserves to Repay Borrowing

All Groups are requesting approval to use some of their reserves to repay borrowing. The total amount is £8.151 million with £5.602 million coming from People Group, £0.842 million coming from the Resources Group and £1.707 from the Communities Group. Using reserves in this way will reduce the total debt outstanding in the authority.

#### 6.5 Impact of the Reserves Review

Reserves are held at both Business Unit and Group level, reflecting which level is most appropriate for the risk being covered. All Groups have taken the opportunity at the end of the year to redistribute their reserves to help support the service needs and financial risks facing each of their Business Units.

The Fire and Rescue Service have reduced spending by £0.352 million in order to contribute towards the funding of the response to the Atherstone-on-Stour tragedy. The costs of this in 2012/13 were £0.461 million. This leaves an unfunded balance of £0.109 million which will be met from the Capacity Building Fund, as in previous years.

Assuming all carry forwards and use of reserves are approved and including the movements in reserves approved as part of the 2013/14 Budget set by Council in February 2013, the level of reserves held by the authority at the end of 2013/14 is estimated to be £95.602 million. Table 5 shows the breakdown of

this. The figures do not take into account any forecast of over/underspending in 2013/14.

Of these reserves £40.572 million are earmarked for specific purposes, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £55.030 million to support services and to provide cover for financial risks facing the authority.

<b>Table 5: Forecast Reserves as at 31 March 2014</b>							
Reserve	Balance 31/03/13 After outturn £'000	Change in Reserves After Outturn £'000	Carry Forwards £'000	Repay Borrowing £'000	2013/14 Budget £'000	Estimated Final Balance 31/03/14 £'000	Amount Ear- Marked £'000
<b>Corporate Reserves</b>							
General Reserves	18,943	-	-	-	(2,754)	16,189	0
Medium Term Contingency	13,315	-	-	-	-	13,315	0
Service Realignment Fund	8,497	-	-	-	214	8,711	8,711
Capital Fund	387	-	-	-	-	387	387
Insurance	7,985	-	-	-	-	7,985	7,985
Schools	19,673	-	-	-	-	19,673	19,673
<b>Group Reserves</b>							
People	0	-	-	-	-	0	0
Communities	4	-	-	-	-	4	0
Resources	645	2,948	-	(842)	-	2,751	0
<b>Business Unit Reserves</b>							
Safeguarding	(966)	1,693	(227)	-	-	500	0
Social Care and Support	12,356	(1,367)	(1,620)	(4,302)	5,312	10,379	0
Business Manager	1,300	-	-	(1,300)	-	0	0
Strategic Commissioning	2,534	427	(245)	-	-	2,716	0
Early Intervention	1,320	(1,070)	-	-	-	250	0
Learning and Achievement	1,727	317	(907)	-	-	1,137	0
Customer Service	491	(299)	(192)	-	-	0	0
Finance	1,487	(1,386)	(101)	-	-	0	0
Human Resources	1,129	(613)	(516)	-	-	0	0
Information Assets	1,357	(220)	(341)	-	-	796	625
Law and Governance	223	(155)	(68)	-	-	0	0
Physical Assets	938	80	(80)	-	-	938	403
Service Imp. & Change Mgmt	368	(355)	(13)	-	-	0	0
Sustainable Communities	5,484	(146)	(3,951)	(920)	(100)	367	0
Localities & Community Safety	3,918	(146)	(935)	(785)	(327)	1,725	500
Transport and Highways	2,315	292	(998)	-	-	1,609	1,416
Public Health	427	-	(425)	(2)	53	53	0
Fire	2,538	109	(1,775)	-	-	872	872
Other Services	5,666	(109)	(312)	-	-	5,245	0
<b>Total Reserves</b>	<b>114,061</b>	<b>-</b>	<b>(12,706)</b>	<b>(8,151)</b>	<b>2,398</b>	<b>95,602</b>	<b>40,572</b>

Note: There may be rounding differences

## 6.6 Earmarked Corporate Reserves

Of the £95.602 million reserves, £66.260 million are held at a corporate level, of which £36.756 million are earmarked for specific purposes. This includes £19.673 million of individual school reserves and other ring fenced DSG expenditure.

The Service Realignment Fund holds £8.711 million. This is used to help Business Units manage their employee costs when implementing their savings plans. During 2012/13 most Business Units have managed to meet these costs from within their own budget.

The Insurance Fund is the authority's contingency against any major insurance claims. The level of this fund is guided by advice from the Insurance Officer and currently holds £7.985 million. A full review of the appropriate level for the Insurance Fund will be undertaken over the summer to ensure it remains sufficient to cover known or expected liabilities.

The Capital Fund is a revenue reserve set up to support the capital programme. It helps meet expenses that are incurred when the authority generates capital receipts and smooth fluctuations in cash flow.

#### 6.7 **General Reserves**

At the end of 2013/14 General Reserves are expected to be £16.189 million. All of this reserve, above the £15.700 million minimum specified by the Head of Finance in his risk assessment, is earmarked as the third year of the Going for Growth project funding. There is no funding available in General Reserves to support additional spending in 2013/14 or future years.

#### 6.8 **Group Reserves**

Reserves held at the Group level total £2.755 million. Most of this reserve is held in the Resources Group and is earmarked to implement the transformation programme and money will be drawn down as projects are agreed.

#### 6.9 **Business Unit Reserves**

Business Units are holding £26.587 million of reserves. £3.816 million of this is earmarked for specific purposes such as the Fire Pension Reserves. The remainder of the reserves are being used to help mitigate against fluctuating demand or sudden unexpected expenditure. Full details of these risks can be found in **Appendix V**. A number of the larger reserves are outlined below:

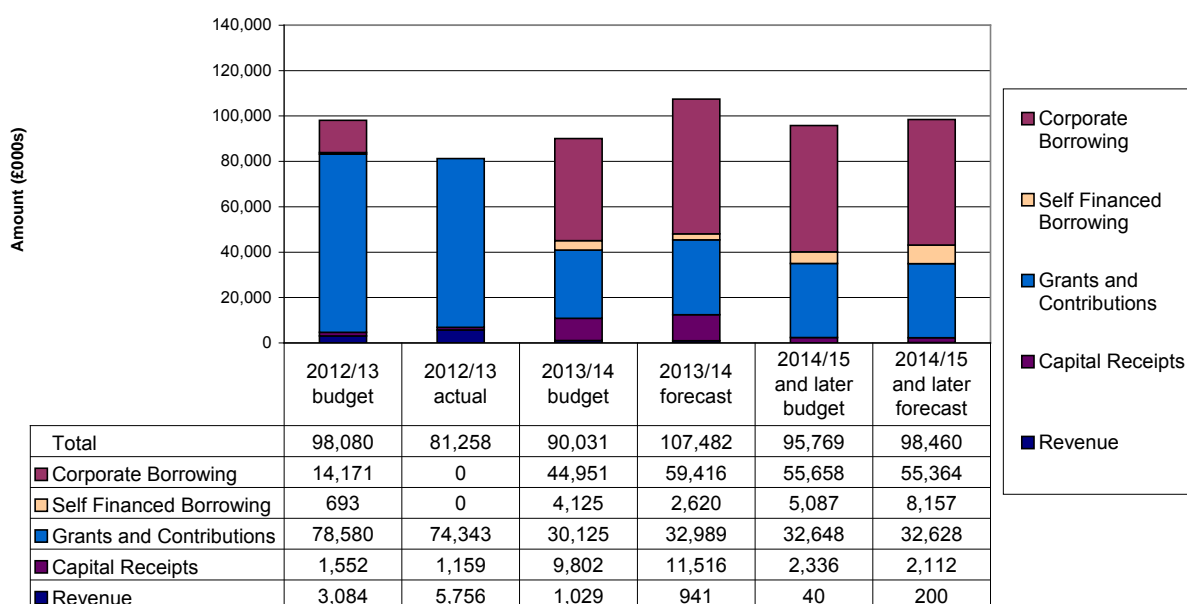
- ❖ **Social Care and Support services** - This reserve addresses general service risks recognising the scale, volatility and overall risk associated with adult social care services and the need to protect the wider council from the impact of these.
- ❖ **Strategic Commissioning** – Almost half the reserve is held to cover the general risk of overspends from year to year and to cover risks around the delivery of savings plans. The rest of the reserve is held for the specific purposes of investment in social care services that benefit health and a bidding fund for adult social care capital developments.
- ❖ **Transport and Highways** – These reserves are to fund the ongoing maintenance of the safety camera infrastructure including vandalism and provide enforcement on Community Concern sites and to meet ongoing maintenance costs of the Warwick Road site in Kenilworth, purchased to facilitate the Kenilworth Station scheme.
- ❖ **Localities and Community Safety** – These reserves are held for a number of reasons, including Drug and Alcohol Action Team, the Priority Families Initiative and the Family Intervention Project.

- ❖ **Other Services** - These are a number of cross service or centrally held reserves, for example, pay equalisation and elections.

## 7.0 Capital Programme

- 7.1 The capital budget provides for spending on assets which have a life of more than a year. Capital spending is defined by statute and includes;
- ❖ The acquisition of land, buildings, vehicles, equipment and computer software
  - ❖ The construction and improvement of buildings and roads
  - ❖ The provision of capital grants to enable third parties to acquire or improve assets.
- 7.2 In the Quarter 3 Budget Monitoring report the value of capital payments due in 2012/13 was £98.080 million with a further £123.807 million over the medium term. Since then, the total scheme cost on a number of projects has changed and new projects have been approved. As a result, the spending for 2012/13 is £81.257 million, with a total increase in payments in 2013/14 and later years of £51.830 million. Of this £51.830 million; £24.214 million relates to new allocations for projects approved by Council on the 5<sup>th</sup> February 2013 as part of the 2013/14 Budget Resolution, £24.295 million relates to the addition of the 2015/16 allocations for annually recurring maintenance programmes and £3.318 million relates to increases between Quarter 3 and Year End where additional funding for specific projects has been received.
- 7.3 Financial Standing Orders require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables and figures within this report and are identified in the appendices, with reasons for the variations provided.
- 7.4 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 and Table 6 show how the capital expenditure shown in Appendices A to S is to be financed.

**Table 3 Estimated Financing to 2013/14 and later years**



- 7.5 The most significant change is the slippage of £16.823 from 2012/13 into later years which has meant we have not had to incur any borrowing to finance the 2012/13 capital spend. This is only a short-term reduction in the planned level of borrowing, as it will be required to fund the slippage in the capital programme when it occurs in future years.

## 8.0 Corporate Risk – High Level Summary

- 8.1 The Council has in place a Corporate Risk Management Strategy which details a corporate approach to risk management including consistent measures for likelihood and impact. It is regularly reviewed to ensure it continues to meet good practice and remains relevant.
- 8.2 Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 8.3 The corporate strategic risk register details those risks that could have an effect on the successful achievement of our long term strategic ambitions/aims. These risks are reviewed and agreed twice a year by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 8.4 The table below lists the corporate strategic risks. The difference between gross and net risk levels indicates that actions are in place to manage these risks. Net red risks (R) are significant risks that need immediate management action, whilst net amber risks (A), although usually accepted, may need some additional mitigation.

Risk Description	Gross Risk Level	Net Risk Level
Failure to effectively transform WCC to reflect the political and economic environment	12 (R)	8(A)
Failure to deliver the agreed savings targets and balance the Council's budget	9(A)	9(A)
Failure to maintain an efficient regulatory framework	12(R)	8(A)
Ineffective and unsuccessful partnerships across Warwickshire and sub-regionally	9(A)	6(A)
Consequences of the Atherstone-on-Stour fire on the organisation	16(R)	8(A)
Fail to meet the needs, demands and expectations of the community	9(A)	4(A)
Young people & vulnerable adults suffer injury or death where the local authority & its partners could have intervened to avoid it happening	16(R)	12(R)
Market Failure – Commercial or contractual failure of private or independent care providers leads to disruption to care provision and impact on service users and carers	16(R)	9(A)

- 8.5 Excluding one risk that has been escalated to the Strategic Risk Register, there are currently no other net red business unit risks.

Risk Description	Gross Risk Level	Net Risk Level
Young people & vulnerable adults suffer injury or death where the local authority & its partners could have intervened to avoid it happening <i>(also included on the Corporate Strategic Risk Register)</i>	16(R)	12(R)

Net red business unit risks are identified and assessed by Heads of Service as significant risks, which may have a serious financial, reputational and/or service delivery impact on the Council and the achievement of its objectives if not managed. The risks are reported on regularly and actively managed by risk owners named in the **Appendices A - S** who can be contacted for more information. The following paragraph details further information, which has been provided by the risk owner.

Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening.

There are on-going local pressures such as staff shortages, and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit have no influence over and it is not always

obvious what action could be taken until after the event. Furthermore, the service is vulnerable to media and public attention with serious cases reported widely at a national level. Controls are in place to reduce the level of risk to WCC including Safeguarding Board business plans, CYPF plan, partnership arrangements, and a robust multi-agency training plan. The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection. However, the risk of this type of event happening will always remain, regardless of any controls in place which are under constant review. This risk has been escalated to the Corporate Strategic Risk Register.

- 8.6 Since the last quarterly report, the following previously net red business unit risks have been reassessed as amber:

Children's Centres Tendering

Detailed data analysis has now been completed to identify localised commissioning priorities and project delivery timescales have been established as part of the Early Years Transformation Programme for the commissioning process to be undertaken. Financial modelling of options is currently being developed for Cabinet in September. As these steps have now been established the risk of failure to deliver the required savings and re-commission provision is reduced.

Unable to provide an effective finance service.

The finance service was under increasing pressure to work within the Authority in delivering the austerity savings within increasingly complexity funding streams, whilst implementing one of the highest proportions of budget reductions across the Authority. As a result, there was a real risk around the capacity to deliver the proper administration of the Authority's financial affairs. The Council Budget in February 2013 included additional resources for capacity and investment in Agresso (the Council's new financial system). This, together with changes to the structure and delivery of the service, has substantially mitigated the risk of insufficient financial governance and oversight.

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## Safeguarding - Phil Sawbridge

## 2012/13 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	4,229	0	4,229	3,306	(923)	The overall Business Unit overspend equates to 6% of budget and is mainly caused by child placement and child protection costs exceeding budgets due to increasing numbers of child protection/looked after cases (as is the case nationally) and higher than expected sessional staff payments who have to be present for child family meets as directed by the Courts. This represents a 13% increase in statutory workload over the last twelve months with the overspend affecting all areas especially the North where numbers have increased disproportionately. In the South & East the overspends are less but this has only been achievable with an increased general culture of austerity/tighter fiscal control within the service taking account of assessed risk. The predicted overspend is being offset by project/Early Intervention work being delayed in order to alleviate the effect of the overspend on the Services reserves.
Social Care Teams - North & Assessments	11,773	0	11,773	14,653	2,880	
Social Care Teams - East & Looked After Children	5,052	0	5,052	5,249	197	
Social Care Teams - South & Leaving Care	13,151	0	13,151	13,413	262	
Safeguarding - Quality & Service Development	1,617	0	1,617	1,491	(126)	
<b>Net Service Spending</b>	<b>35,822</b>	<b>0</b>	<b>35,822</b>	<b>38,112</b>	<b>2,290</b>	
				Non DSG	2,406	
				DSG	(116)	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Safeguarding - savings reserves	2,578	(1,138)	(2,406)	(966)	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>2,578</b>	<b>(1,138)</b>	<b>(2,406)</b>	<b>(966)</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	748	748	748	748	748	748	748	
Share of CY-S-01	Transforming services for children and families	27	27	27	27	27	27	27	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	80	80	120	80	120	120	120	
CY-S-03	Reconfigure services for Looked After Children	100	0	200	0	100	200	100	External Foster care - Activity is increasing at a higher rate than expected. This saving plan has been re-assessed as part of the 2013/14 budget process.
Share of CY-S-05	Review of the Safeguarding Service	65	0	65	0	65	65	65	At present sessional staff costs and number of court instructed hours/sessions has increased making the target unachievable in the short term, however it is hoped that initiatives in place/planned will enable this savings plan to be achieved over the savings plan overall time period.
Share of CY-S-06	Community and Play- reduction in services	7	7	78	7	78	78	78	
Share of CY-S-07	School/College Transport	24	24	24	24	24	24	24	
	Alternative Savings plans have been brought forward as part of the 2013/14 Budget process.					100		100	
	<b>Total</b>	<b>1,051</b>	<b>886</b>	<b>1,262</b>	<b>886</b>	<b>1,262</b>	<b>1,262</b>	<b>1,262</b>	
	<b>Target</b>		<b>1,051</b>		<b>1,262</b>	<b>1,262</b>		<b>1,262</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>165</b>		<b>376</b>	<b>0</b>		<b>0</b>	

## 2012/13 to 2104/15 Capital Programme



# A Safeguarding

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10405000	Premises Small Scale Reactive Works - Foster carer adaptations - 2010/11 allocation	60	0	0	0	60	60	0	0	0	60	0	0	
11113000	Premises Small Scale Reactive Works - Foster carer adaptations - 2011/12 allocation	0	40	0	0	40	0	40	0	0	40	0	0	
11114000	Fostercare Adaptations 2012-13	0	35	15	0	50	0	13	37	0	50	(22)	0	
11115000	Fostercare Adaptations 2013-14	0	0	50	0	50	0	0	50	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	0	0	50	50	0	0	0	50	50	0	0	
		60	75	65	50	250	60	53	87	50	250	(22)	0	

## Performance Information April 2012 to March 2013

Safeguarding Business Unit Report Card 2012						
Ref	Measure	2011/12 Actual	2012/13 Target	Period Actual	Period Alert	Comments
M10006	No. of children who are subject of a child protection plan per 10,000 population	47	47	49		
M10007	Children who are both looked after and subject of a child protection plan	50	50	65		
M10000	% of core assessments that were completed within 35 working days	92	93	77		
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	7	6.5	8		• We are working with the Dartington Social Research unit to explore the effectiveness of the child protection system. This should assist our performance in this area.
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	13.5	13	13.3		
M10003	% of child protection cases which were reviewed within required timescales	100	100			
M10004	% of initial assessments for children's social care carried out within 10 working days of referral	65				
M10005	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	95	100			

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Safeguarding	Young people & vulnerable adults suffer injury or death where the LA & its partners could have intervened to avoid it happening	Phil Sawbridge (Head of Service)	12 (R)	<p>The risk of this type of event happening will always remain regardless of any controls in place which are under constant review.</p> <p>The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection.</p> <p><i>This risk was escalated and has been added to the Corporate Strategic Risk Register.</i></p>

## Social Care &amp; Support - Jenny Wood

## 2012/13 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 & Support Services - Head of Service	(3,833)	98	(3,735)	(5,412)	(1,677)	One-off income for Continuing Health Care arrangements came in unexpectedly at year end and mitigated management of the Learning Disabilities overspend.
Older People & Physical Disability (North) & Specialist Services	30,854	(805)	30,049	28,635	(1,414)	This underspend is a combination of an increase in the amount that service users are able to contribute towards the costs of their care and higher waiting lists at year start (now improved) delaying care provision Pressures on services due to difficulties in sourcing affordable support to meet increasingly complex client needs.
Older People & Physical Disability (South) & Reviewing Services	23,051	805	23,856	24,353	497	
Learning Disabilities	39,486	0	39,486	40,023	537	
Mental Health	6,157	0	6,157	6,084	(73)	
Reablement	4,869	0	4,869	5,059	190	
<b>Net Service Spending</b>	<b>100,584</b>	<b>98</b>	<b>100,682</b>	<b>98,742</b>	<b>(1,940)</b>	Taking out CHC income which can be utilised next year for health and social care developments, it is 0.7% budget variance. Gross variance is still less than 2%.
				Non DSG	(1,940)	
				DSG	0	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Non DSG Savings	9,420	996	1,940	12,356	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>9,420</b>	<b>996</b>	<b>1,940</b>	<b>12,356</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Share of ASC-01	Savings Delivered in 2011/12	6,882	6,913	6,882	6,913	6,913	6,882	6,913	Day opportunities developments have taken longer to show positive financial outcomes than expected. Recruitment difficulties meant delays in recruiting temporary team to address the extra work needed. Delays in progressing transfers from residential to supported living is also putting pressure on savings delivery. Delays in the transfer of external homecare have meant lower than planned costs here.
	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	(1,077)	(1,549)	(2,778)	(1,549)	(2,478)	(2,778)	(2,778)	
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)	1,042	1,086	1,002	1,086	1,002	1,002	1,002	
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	(1,281)	(897)	(5,592)	(897)	(4,800)	(5,592)	(4,800)	Homes transferred to Runwood on the 21st January. This was a delay against the original plan, so there has been slippage in the transfer of costs from Business Management to SCS, however, the overall savings will be higher than originally budgeted, hence the lower costs in future years.
ASC-10	Adult Social Care charging review (Led by Business Manager)	600	600	600	600	600	600	600	Review of savings submitted as part of budget process, less potential gains here than originally planned, and alternative plans have been established.
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers	95	95	368	95	95	368	95	
ASC-15	Mental health transformation	144	144	174	144	174	174	174	
ASC-21	Information, advice and low level services	165	165	165	165	165	165	165	Rephasing of savings has been more successful than anticipated, overall, so these has been less need to call on earmarked reserves to 'make up the difference'. Therefore although this looks red, it is part of a balanced overall picture.
	Phasing out of double running costs associated with externalisation	0	0	0	1,500	1,500	1,000	1,000	
	Social Care and Support process efficiencies and maximising independence approach	0	0	0	0	0	847	847	
	Use of ear-marked reserves to rephase savings	0	0	2,397	0	483	0	0	The additional savings compared to the current plan are offsetting shortfalls in savings across other elements of adult services.
<b>Total</b>		<b>6,570</b>	<b>6,557</b>	<b>3,218</b>	<b>8,057</b>	<b>3,654</b>	<b>2,668</b>	<b>3,218</b>	
<b>Target</b>			<b>6,570</b>		<b>3,218</b>	<b>3,218</b>		<b>2,668</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>13</b>		<b>(4,839)</b>	<b>(436)</b>		<b>(550)</b>	

B Social Care and Support





2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10601000	Mental Health 2007/08	170	6	0	0	176	170	0	6	0	176	(6)	0	
10607000	Mental Health Grant 2009/10	144	25	16	0	185	144	0	10	0	154	(25)	(31)	
10608000	Mental Health Grant 2010/11	59	19	73	0	151	59	57	66	0	182	38	31	New Mental Health Projects awarded in 2012/13 to be funded by additional transfer of £30,931 allocation from 2009/10 Mental Health Main Project 10607000.
11010000	Ingleby Foundation - Thistledome Phase 2	118	18	0	0	136	118	18	0	0	136	0	0	
		491	68	89	0	648	491	75	82	0	648	7	0	

Performance Information April 2012 to March 2013

Social Care & Support Services						Interdependencies
Ref	Measure	2011/12 Actual	2012/13 Target	Period Actual	Period Alert	
M08000	The proportion of those using social care who have control over their daily life (ASCOF 1B)	73.7	75	71.6		Survey outturn slightly lower than anticipated. We are following up with a local survey, to help us identify the best way to make changes to improve customers experience.
M08001	The proportion of people who use services and carers who find it easy to find information about support (ASCOF 3D)	77.4	79	66.1		This outturn is not comparable with previous years as it now includes the views of carers from the carers survey for the first time. A like for like comparison would be 67.9%. However, this is still a surprising reduction and further analysis underway.
M08002	Proportion of adults with a learning disability in settled accommodation	54.5	63	72.6		Successful outturn, with significant improvement. This is partly because we are now able to present the data more robustly and we are focusing activity on developing our supported living services.
M08003	Proportion of adults with a learning disability in employment	5.9	7	5.8		This will be an improvement focus in 2013/14. We have a draft pan disability employment strategy in place which will be finalised during 2013. An implementation plan will be developed and agreed to support delivery. We are also reviewing our Community Hub contracts to establish how they might support improved performance in this area.
M08006	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services (pt 1)	81.2	82	82.2		Successful outturn with improvement from the previous year. The service has improved the customers reablement review process to ensure that the reablement support plan is adapted appropriately to ensure the customers independence is maximised prior to their reablement journey completing.
M08041	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services (pt 2)	4.1	4.3	5.4		This is provisional as the denominator (number of older people discharged from hospital) has yet to be released by the Health and Social Care Information Centre. This is calculated using the 2011-12 denominator
M08008	% of reablement customers where one or more agreed outcomes are fully met		80	81		Successful outturn with significant improvement from last year. The reablement staff have received on-going training and guidance about the recording of a customers outcomes, to ensure that their achievements are transparently reflected.
M08024	% of customers not needing on-going social care 91 days are leaving reablement		63	62		Although this is amber, it compares well against activity nationally. It is also important to note that reablement can result in reduced care packages, which also reflects improved outcomes and reduced costs.
M08011	Admissions to residential care homes per 100,000 population (ASCOF 2A)	595.5	560	712.9		This has increased more than anticipated this year and is being investigated further. Initial indications are that we have a changing picture of a higher admission rate, but lower number of people in residential care overall (therefore people may not be staying as long).
M08012	Proportion of people using social care who receive self-directed support (ASCOF 1C)	45.2	65	70.7		Successful outturn and met the national target.
M08040	Proportion of people using social care who receive a direct payment (ASCOF 1C pt2)	14	17	15.8		Improved outturn, but many Local Authorities have struggled to maintain an on-going increase.
M08019	Delayed transfers of care (ASCOF 2C) All Delays	17.1	13	13.3		This was a stretch target, because of the dependency on health partners to improve their responsible delays also. This is overall a successful result.
M08022	Number of repeat safeguarding referrals	14.7	13.2	13		This is a 'monitoring' target rather than there being a definite 'good' or 'bad' associated with the figures.
M08023	Proportion of people who use services who feel safe is in top quartile of comparator group	Yes	Yes	No		Benchmarking to determine the quartile outturn will not be available until July, based on the top quartile value in 2011-2012 of 69% this years outturn of 61.4% misses target
M08018	Number of extra care units provided	119	163	119		Although this is red, the overall plan will still deliver a significant number of extra care units in the longer term.
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation (social care only)		80	82.5		Successful outturn
M08005	Proportion of adults in contact with secondary mental health services in employment (social care only)		22	18.9		Although this outturn is red, this was a local target and WCC performance against comparator councils is very good; In 2011/12 the Shire Average was 10.2% and the England Average was 8%. This will be an improvement focus in 2013/14. We have a draft pan disability employment strategy in place which will be finalised during 2013. An implementation plan will be developed and agreed to support delivery.
M08027	Social care-related quality of life (ASCOF 1A)		18.9	18.5		Survey outturn. See first reference.
M08030	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H)	69.3	70	81.7		Successful outturn; in 2011/12 the Shire Average was 51.8% and the England Average was 57.8%

## B Social Care and Support

Social Care & Support Services						
Ref	Measure	2011/12 Actual	2012/13 Target	Period Actual	Period Alert	Interdependencies
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	17.2	17.5	20.5		Successful outturn
M08034	Delayed transfers of care (ASCOF 2C) Social Care and Attributable to Both Delays	7.4	4	3.8		Very successful outturn - this was a stretch target and we have more or less halved delayed discharges due to social care in one year.
M08035	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	62.6	64	59.9		Survey outturn. See first reference.
M08036	Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	77.4	78	77.4		Very close to planned outturn.
M08042	Carer-reported quality of life (ASCOF 1D)			8.1		This is the first year this indicator has been measured
M08043	Carers overall satisfaction with social services (ASCOF 3B)			51		This is the first year this indicator has been measured
M08044	Carers included in discussions about cared for (ASCOF 3C)			74		This is the first year this indicator has been measured

### Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Social Care and Support Business Unit Risk Register

## Business Manager - Angela Dakin

## 2012/13 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
Business Manager - Head of Service	732	(85)	647	300	(347)	The forecast under-spend in the Business Unit ( 6% of Budget) . There was slippage in the outsourcing of the Care Homes, residual internal homework and in the Fulfilled Life programme. Redundancy costs related to the Fulfilled Life changes have been met from the overall Business Management underspend, rather than reserves. Underspend in the Transformation Office relate to the dropping out of some double running and functions which have transferred to Social Care and Support, and in Business Transformation there was a large underspend on the transport SLA as a result of the changes to internal services, plus a delay in replacing social worker tablets, to allow for more user testing.
Transformation Office	1,194	(439)	755	14	(741)	
Local Provider Services	9,153	0	9,153	10,338	1,185	
Business Transformation	4,486	1	4,487	3,456	(1,031)	
Learning and Development	703	0	703	424	(279)	
Integrated Information Systems	75	0	75	99	24	
Business Support	247	0	247	212	(35)	
Contribution to repay Business Unit's own capital debt	0	0	0	1,224	1,224	
<b>Net Service Spending</b>	<b>16,590</b>	<b>(523)</b>	<b>16,067</b>	<b>16,067</b>	<b>(0)</b>	
				Non DSG	0	
				DSG	0	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	1,300	0	0	1,300	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>1,300</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	613	1,056	613	1,056	1,056	613	1,056	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Social Care and Support)	1,871	1,890	3,985	1,890	3,985	3,985	3,985	There has been significant slippage in the Fulfilled Life project, as a result of delays in reviewing customers, and other delays in setting up the new services, but this has been in part off-set by reduced transport costs.
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Social Care and Support)	2,254	1,998	2,254	1,998	2,254	2,254	2,254	The final internal homecare outsourcing slipped to August. This has now been completed and next years savings are secure.
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	1,893	1,561	6,777	1,561	7,327	7,327	7,327	The homes transferred on the 21st January, which was slightly later than planned, but the savings for future will be higher than originally expected.
ASC-11	Day Care Services for Older People & Older People Mental Health (OPMH)	0	85	54	85	107	54	107	
ASC-16	Reduced spending on service development	100	100	200	100	200	200	200	
ASC-18	Workforce development	134	134	234	134	234	234	234	Currently being covered by service underspends
	Total	6,865	6,824	14,117	6,824	15,163	14,667	15,163	
	Target		6,865		14,117	14,117		14,667	
	Remaining Shortfall/(Over Achievement)		41		7,293	(1,046)		(496)	

Note: The traffic light status of the three shared savings targets highlight the status of the combined actuals and forecasts in total across both services rather than the status of the individual savings plans.

## 2012-13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10030000	CYPF ICT Upgrade	105	71	0	0	176	105	52	18	0	175	(19)	(1)	£74,600 remaining Budget to be vired to fund CAF projects spend in 2012/13 - 11163000 - CAF - Trusted Assessments Application, 11164000 - GAP Software and eCat, 11165000 - Shared Assessment System Electronic Tool and 11242000 - Kainos Evolve Licences.
10610000	Adult Social Care It Infrastructure Grant 2009/2010	75	75	0	0	150	75	0	0	0	75	(75)	(75)	£159,800 remaining Budget to be vired to part fund CAF projects spend in 2012/13 - 11163000 - CAF - Trusted Assessments Application, 11164000 - GAP Software and eCat, 11165000 - Shared Assessment System Electronic Tool and 11242000 - Kainos Evolve Licences.
10611000	Adult Social Care It Infrastructure Grant 2010/2011	0	160	0	0	160	0	0	0	0	0	(160)	(160)	£109,700 remaining Budget to be vired to part fund CAF projects spend in 2012/13 - 11163000 - CAF - Trusted Assessments Application, 11164000 - GAP Software and eCat, 11165000 - Shared Assessment System Electronic Tool and 11242000 - Kainos Evolve Licences.
10613000	CAF Development Team - Social Care IT 2009/10	0	110	0	0	110	0	0	0	0	0	(110)	(110)	Two internal residential care homes have now been closed and eight have been sold which means that there is no longer a call on the remainder of this budget. It is proposed to amalgamate this amount into a single Adult social care capital fund for reallocation to other initiatives.
10614000	Care Homes Fire Regulations	490	102	0	0	592	490	(92)	195	0	593	(194)	1	£141,004 of this CAF Funding to be vired to part fund CAF projects spend in 2012/13 - 11163000 - CAF - Trusted Assessments Application, 11164000 - GAP Software and eCat, 11165000 - Shared Assessment System Electronic Tool and 11242000 - Kainos Evolve Licences. The remaining slippage of £147,000 (£288,000-£141,000) has occurred due to the transfer of responsibility for the CAF project to a new Head of Service during 2012/13 and the subsequent review of the projects to be funded.
10964000	CAF Development Team - Social Care IT 2010/11	0	288	1,462	0	1,750	0	0	1,609	0	1,609	(288)	(141)	Adult Social Care Service development has progressed well in 2012/13 but without the need in that year to draw down on Capital funds. It is proposed to consolidate Adult Social Care reserves into specific new funds for specific purposes. Proposals will be put to the appropriate portfolio holder in due course.
11019000	Social Care Reform Grant 10/11	0	0	282	0	282	0	0	282	0	282	0	0	Spend on this project was previously forecast on CAF and Adult Social Care IT Infrastructure Block Headers. 2012/13 spend has now come through resulting in Main Project code being set up and funding for this spend is to be vired from 10610000 Adult Social care IT Infrastructure Grant 2009/10, 10611000 Adult Social Care IT Infrastructure Grant 2010/10, 10613000 CAF Development Team - Social Care IT 2009/10 and 10964000 CAF Development Team - Social Care IT 2010/11.
11021000	Adult Social Care Modernisation and Capacity 2012/13	0	300	1,594	0	1,894	0	0	1,894	0	1,894	(300)	0	
11163000	CAF - Trusted Assessments application	0	0	0	0	0	0	27	0	0	27	27	27	

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11164000	CAF - GAP Software and eCAT	0	0	0	0	0	0	310	0	0	310	310	310	Spend on this project was previously forecast on CAF and Adult Social Care IT Infrastructure Block Headers. 2012/13 spend has now come through resulting in Main Project code being set up and funding for this spend is to be vired from 10610000 Adult Social care IT Infrastructure Grant 2009/10, 10611000 Adult Social Care IT Infrastructure Grant 2010/10, 10613000 CAF Development Team - Social Care IT 2009/10 and 10964000 CAF Development Team - Social Care IT 2010/11.
11165000	Shared assessment system electronic tool	0	0	0	0	0	0	29	0	0	29	29	29	Spend on this project was previously forecast on CAF and Adult Social Care IT Infrastructure Block Headers. 2012/13 spend has now come through resulting in Main Project code being set up and funding for this spend is to be vired from 10610000 Adult Social care IT Infrastructure Grant 2009/10, 10611000 Adult Social Care IT Infrastructure Grant 2010/10, 10613000 CAF Development Team - Social Care IT 2009/10 and 10964000 CAF Development Team - Social Care IT 2010/11.
11242000	CAF - Kainos Evolve Licences	0	0	0	0	0	0	120	0	0	120	120	120	Spend on this project was previously forecast on CAF and Adult Social Care IT Infrastructure Block Headers. 2012/13 spend has now come through resulting in Main Project code being set up and funding for this spend is to be vired from 10610000 Adult Social care IT Infrastructure Grant 2009/10, 10611000 Adult Social Care IT Infrastructure Grant 2010/10, 10613000 CAF Development Team - Social Care IT 2009/10 and 10964000 CAF Development Team - Social Care IT 2010/11.
	Historic schemes	144	0	0	0	144	144	0	0	0	144	0	0	
		814	1,106	3,338	0	5,258	814	446	3,998	0	5,258	(660)	0	

**Risk Information: Net Red Risks extracted from the Business Unit Risk Register**

There are no net red risks on the Business Management Business Unit Risk Register

## Strategic Commissioning - Chris Lewington

## 2012/13 Revenue Budget

Service	Agreed Budget	Agreed Changes	Latest Budget	Final Outturn	Variation Over/ (Under)	Reason for Variation and Management Action
	£'000	£'000	£'000	£'000	£'000	
Strategic Commissioning - Head of Service	1,769	(1,307)	462	189	(273)	The overall Business Unit underspend equates to 13% of budget and is the result of an increased general culture of austerity/tighter fiscal control within the service with some reluctance to commit to on-going costs. However there is a number of vacancies which need to be filled on a permanent basis. The predominant underspends are 1) the Commissioning Support Service due to the early achievement of the 2013/14 savings target 2) Business Intelligence & Market Facilitation where vacancies are being held and 3) Hospital Tuition where demand / costs of Hospital Schools has reduced.
Customer and Carer Engagement (D)	1,278	0	1,278	1,123	(155)	
Care Accommodation and Quality	758	0	758	188	(570)	
Supporting People Programme	9,000	0	9,000	8,923	(77)	
Older people, Physical Disability, Intelligence and Market Facilitation	1,061	438	1,499	1,118	(381)	
Commissioning Support	1,237	0	1,237	724	(513)	
Multi-Agency Commissioning	1,864	0	1,864	1,649	(215)	
<b>Net Service Spending</b>	<b>16,967</b>	<b>(869)</b>	<b>16,098</b>	<b>13,914</b>	<b>(2,184)</b>	
				Non DSG	(1,765)	
				DSG	(419)	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12	Movement in Year	Effect of Outturn	Closing Balance 31.03.13	Reason for Request
	£'000	£'000	£'000	£'000	
Service Savings (non-DSG)	1,112	(343)	1,765	2,534	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>1,112</b>	<b>(343)</b>	<b>1,765</b>	<b>2,534</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	1,402	1,402	1,402	1,402	1,402	1,402	1,402	
ASC-17	Housing support	400	400	800	400	800	800	800	
ASC-20	Carers	84	84	184	84	184	184	184	
Share of CY-S-01	Transforming services for children and families	40	40	218	40	218	218	218	
	<b>Total</b>	<b>1,926</b>	<b>1,926</b>	<b>2,604</b>	<b>1,926</b>	<b>2,604</b>	<b>2,604</b>	<b>2,604</b>	
	<b>Target</b>		1,926		2,604	2,604		2,604	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>678</b>	<b>0</b>		<b>0</b>	



## D Strategic Commissioning

## Performance Information April 2012 to March 2013

Strategic Commissioning						
Ref	Measure	2011/12 Actual	2012/13 Target	Period Actual	Period Alert	Comments
M12007	Ensure the development and implementation of a Health & Wellbeing Strategy for Warwickshire			Yes		
M12008	A Commissioning Framework is in place & reviewed on an annual basis		Yes	No	▲	• No longer application
M12009	Contracts comply with Contract Standing Orders (Contract Challenge Board will assess this measure)		Yes	Yes	▲	
M12010	Improved outcomes for children & young people in placements that demonstrate value for money		Yes	Yes	▲	
M12006	Complete the JSNA refresh to support commissioning decisions		Yes	Yes	▲	
M12011	Children's Needs Assessment is updated on a monthly basis and is embedded in the JSNA		Yes	Yes	▲	
M12012	SLAs are signed off, monitored quarterly and reviewed annually		Yes	No	▲	• This is not relevant for 12/13 as SLA completion and monitoring has been discontinued.
M12013	Timely returns are made to the Department for Education and Ofsted		Yes	Yes	▲	
M12014	The CYPP is revised to support locality working and progress is reported on a quarterly basis		Yes	Yes	▲	
M12003	Under 18 conception rate (per 1000 females 15-17)	34.8	50	30.9	▲	
M12000	Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	46	45.7	44.02	●	
M12001	Percentage of children in Year 6 with height and weight recorded who are obese	16.17	13	17.38	▲	Family Weight management programmes are commissioned in Rugby, Nuneaton and north Warwickshire. Overweight and obese children and their families are invited to attend. This was a two year pilot and we have just had the results from Coventry University who have collated data from the programmes - 13% children moved into a healthy weight category and 98% families were happy with the service. (0 children and 70 adults attended these during 2012/13. Families are signposted to other health improvement/lifestyle interventions in communities using the MECC approach  Family Change4Life Advisory service is commissioned - There are 7 advisors located in the 7 School Health teams across the county. They follow up families with overweight/obese primary school age children as identified through the NCMP and offer support and advice face to face or over the telephone. They also signpost families using the MECC approach to community interventions and send out and signpost to useful literature and links.  The Soil Association, Food For Life Partnership, is commissioned in 7 priority schools in Nuneaton and Bedworth where obesity prevalence is highest and where academic achievement is lower. The programme has a strong evidence base to support that academic achievement is increased by 13% with this programme and that Free School Meal uptake is increased. Evidence also shows that there is an increase in fruit and veg consumption in children, their families and communities around each school. In Warwickshire, the partnership works with County Caterers to support them to achieve a catering mark, it has been working with the Financial Inclusion Partnership to support the increase in uptake of school meals programme as well as signposting families to benefit checks. The Food For Life Partnership supports schools to achieve awards in healthy food policy, growing and cooking food and links with local farmers.
M12002	Obesity among primary school aged children in Reception Year	7.44	7.2	7.65	●	In order to support families to have the skills to cook and eat healthily before a child starts school, the family, Toddler and baby NOSH programme is delivered in each Children's Centre. The programme is currently being audited in order that the programme undertakes a full review and possible redesign in terms of how it's delivered because some Children's Centres are reporting that they do not have the capacity or resources or crèche facilities to support the programme.
M12005	Alcohol related admissions for under 16s (rate per 100,000)	63.9	62	58.32	▲	
M12015	Commissioned alcohol and substance misuse services meet their quarterly targets against SLAs.		Yes	Yes	●	• Provisional data suggest 4 out of 4 performance related pay targets have been met. (Final data expected mid-May).

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Business Management Business Unit Risk Register

## Early Intervention and Targeted Support - Hugh Disley

## 2012/13 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 Intervention & Family Support - Head of Service including Targeted Transformation Programme	1,318	0	1,318	932	(386)	The over-all Business Unit underspend equates to less than 7% of budget and is the result of a contingency of grant income to be used to cover (in the short term) any unexpected non-achievement of savings within the ex Children's Business Units. The Targeted Youth Support underspend is the result of a 13/14 savings plan being achieved in advance of the original plan, this is not an on-going under-spend. There is also an increased general culture of austerity/tighter fiscal control within the service with some reluctance to commit to on-going costs.
Early Intervention - Targeted Youth Support	304	0	304	324	20	
Early Intervention - Family & Parenting	2,716	0	2,716	2,062	(654)	
Early Intervention - Family & Parenting	10,417	(585)	9,832	9,761	(71)	
Early Intervention - SEIS	983	536	1,519	1,294	(225)	
Pupil Referral Unit - Residual	1,272	0	1,272	1,301	29	
<b>Net Service Spending</b>	<b>17,010</b>	<b>(49)</b>	<b>16,961</b>	<b>15,674</b>	<b>(1,287)</b>	
				Non DSG	(1,195)	
				DSG	(92)	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	1,347	(1,222)	1,195	1,320	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>1,347</b>	<b>(1,222)</b>	<b>1,195</b>	<b>1,320</b>	

## 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	2,338	2,338	2,338	2,338	2,338	2,338	2,338	
CY-S-01	Transforming services for children and families	850	510	1,580	1,580	510	1,580	510	There has been some slippage in the Transformation Programme with realigning plans across the new Group as opposed to the ex Children's Directorate. This shortfall is being addressed as part of the overall 2013/14 budget and it is planned to meet the overall savings targets within the timescales of the MTFP.
Share of CY-S-04	Review services to schools and families	819	419	819	819	419	819	419	The statutory duty for vulnerable pupils who attend school less than 85% is a LA responsibility and a re-adjustment needed to meet this need from what was purely traded business. This shortfall is being addressed as part of the overall 2013/14 budget and it is planned to meet the overall savings targets within the timescales of the MTFP.
Share of CY-S-05	Review of the Safeguarding Service	37	0	37	0	37	37	37	Early on in the savings plan it became clear that the initial proposal for this saving could not be achieved for statutory reasons. Alternative plans including an online system are being investigated.
Share of CY-S-06	Community and Play- reduction in services	1,810	1,810	2,660	1,810	2,660	2,660	2,660	
CY-S-08	Alternative use of grants within Children, Young People and Families directorate	242	242	1,586	242	242	1,586	242	Initial considerations of the alternative use of grants has been superseded by changes to grant & service provision. This shortfall is being addressed as part of the overall 2013/14 budget process and it is planned to meet the overall savings targets within the timescales of the MTFP.
	Alternative Savings plans have been brought forward as part of the 2013/14 Budget process.					2,814		2,814	
	<b>Total</b>	<b>6,096</b>	<b>5,319</b>	<b>9,020</b>	<b>6,789</b>	<b>9,020</b>	<b>9,020</b>	<b>9,020</b>	
	<b>Target</b>		<b>6,096</b>		<b>9,020</b>	<b>9,020</b>		<b>9,020</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>777</b>		<b>2,231</b>	<b>0</b>		<b>0</b>	

E Early Intervention

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10033000	Wellesbourne Library Phase 3 Childrens Centre	510	0	0	0	510	510	(12)	12	0	510	(12)	0	
10043000	Coleshill Primary School Phase 3 Childrens Centre	555	3	0	0	558	555	3	0	0	558	0	0	
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Childrens Centre	305	12	0	0	317	305	0	12	0	317	(12)	0	
10056000	Shipston Primary School Phase 3 Childrens Centre	522	16	0	0	538	522	0	16	0	538	(16)	0	
10069000	Wolston Library Phase 3 Childrens Centre	182	0	0	0	182	182	(4)	4	0	182	(4)	0	
10073000	Nuneaton St Nicholas Clinic Phase 3 Childrens Centre	332	1	0	0	333	332	1	0	0	333	0	0	
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	(24)	0	0	0	(24)	(24)	(12)	12	0	(24)	(12)	0	
10233000	Kingsbury Primary (Ph2) Children's Centre	0	0	0	0	0	0	(4)	0	0	(4)	(4)	(4)	
10238000	Rugby, Oakfield (Ph2) Children'S Centre	0	0	0	0	0	0	(5)	5	0	0	(5)	0	
10254000	Leek Wootton, St John'S (Ph2) Children'S Centre	0	0	0	0	0	0	(12)	12	0	0	(12)	0	
	Historic schemes	663	0	0	0	663	663	0	0	0	663	0	0	
		3,045	32	0	0	3,077	3,045	(45)	73	0	3,073	(77)	(4)	

Performance Information April 2012 to March 2013

Early Interventions & Family Support: All Measures						Comments
Ref	Measure	2011/12 Year End Actual	2012/13 Target	Period Actual	Period Alert	
M09002	% evaluations of individual common assessments demonstrate improved outcomes for children & young people	82	70	77	▲	
M09008	% of permanent exclusions of pupils with SEIS support			0.06		
M09003	% of cases that have resulted in a positive outcome for the child	60	70	85	▲	
M09004	% of family group conferences that prevent young people going into LA accommodation within one year	85.7	70	46	▲	
M09005	% of FIS enquirers who are given information about financial support			25		
M09006	% 3 - 5 year olds accessing free childcare entitlement	94	100	70.5	▲	
M09007	% parental satisfaction with service	97	95	100	▲	
M11002	% of 16-18 year olds who are not in education, employment or training (NEET)	4.5	5.2	3.6	▲	This has not been officially confirmed by DfE which is expected mid May. CSWP have confirmed the data submitted is all in order. 3.6% is provisional until the next quarterly return.

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Early Intervention and Family Support Business Unit Risk Register

## Learning and Achievement - Sarah Callaghan

## 2012/13 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
L&A - Head of Service	972	1,306	2,278	1,990	(288)	<p>The over-all Business Unit over-spend equates to 1.5% of budget and is mainly the result of pressures on SEN budgets. A lack of specialist in house provision has seen an increase in the numbers of children placed in out of county provision, particularly for pupils with behavioural, emotional and social difficulties (BESD) and with Autistic Spectrum Disorder (ASD). WCC currently has no local provision for pupils high level ASD requiring a specialist setting. The number of new statements for pupils in mainstream schools has also increased, by 26% in 2012 and with the increasingly complex needs of individual pupils the cost has risen from £208,000 in 2011 to £387,000 in 2012. This increase in statemented pupils is also resulting in unplanned increases in cost pressures on the SEN Transport budget.</p> <p>The increasing numbers of Looked after Children are contributing to a forecast overspend on transport. This is being addressed. Residential placements for Looked after Children are also increasing this year putting pressure on the IDS budget. The business unit's non DSG over-spends are being offset by a specific budget held at Business Unit level to cover in year budget pressures with the DSG over-spend covered by central DSG reserves.</p>
Secondary Phase	1,150	0	1,150	957	(193)	
Strategy for Change (formerly County Music Service & Service Manager)	1,445	0	1,445	1,078	(367)	
Access & Organisation (formerly Pupil & Student Support including Transport, Schools & Community & School Organisation)	24,947	0	24,947	24,402	(545)	
Primary & Early Years Phase (formerly School Improvement & Early Years)	3,265	0	3,265	2,992	(273)	
Special Education Needs	28,851	158	29,009	31,135	2,126	
Adult and Community Learning (D)	(35)	0	(35)	(35)	0	
Schools related residual HR & DSG Contingency	7,555	0	7,555	8,197	642	
<b>Net Service Spending</b>	<b>68,150</b>	<b>1,464</b>	<b>69,614</b>	<b>70,716</b>	<b>1,102</b>	
				Non DSG	(1,477)	
				DSG/PFI	2,579	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	1,381	(1,131)	1,477	1,727	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>1,381</b>	<b>(1,131)</b>	<b>1,477</b>	<b>1,727</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	2,258	2,258	2,258	2,258	2,258	2,258	2,258	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	403	403	778	403	750	778	750	
Share of CY-S-04	Review services to schools and families	534	534	534	534	534	534	534	
Share of CY-S-07	School/College Transport	1,503	1,203	2,003	1,203	1,203	2,003	1,203	Work continues with the Communities Group to bring back on track savings that are slipping within the planned SEN Transport Budget as far as possible. This shortfall has been addressed as part of the overall 2013/14 budget process and it is planned to meet the overall MTFP savings targets within the timescales of the MTFP.
	Alternative Savings plans have been brought forward as part of the 2013/14 Budget process.					828		828	
	<b>Total</b>	<b>4,698</b>	<b>4,398</b>	<b>5,573</b>	<b>4,398</b>	<b>5,573</b>	<b>5,573</b>	<b>5,573</b>	
	<b>Target</b>		<b>4,698</b>		<b>5,573</b>	<b>5,573</b>		<b>5,573</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>300</b>		<b>1,175</b>	<b>0</b>		<b>0</b>	

F Learning & Achievement

2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10016000	Schools Access Initiative 2010/11	534	45	58	0	637	534	24	79	0	637	(21)	0	
10027000	Stratford Primary Places Alveston Extension	1,308	(29)	0	0	1,279	1,308	(68)	0	0	1,240	(39)	(39)	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	340	60	0	0	400	340	44	16	0	400	(16)	0	
10036000	Alcester High School Kitchen Extension	101	3	0	0	104	101	3	0	0	104	0	0	
10044000	Warwick Newburgh Primary Extension	1,808	783	0	0	2,591	1,808	785	0	0	2,593	2	2	
10046000	Stratford Primary Places - Bishopton Extension	28	0	0	0	28	28	(5)	0	0	23	(5)	(5)	
10051000	Stratford Primary Places The Willows Extension	659	19	0	0	678	659	28	0	0	687	9	9	
10054000	Kineton High Artificial Turf Pitch 09/10	538	8	0	0	546	538	(1)	9	0	546	(9)	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	358	289	0	0	647	358	274	16	0	648	(15)	1	
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	600	50	0	0	650	600	(1)	50	0	649	(51)	(1)	
10213000	Wellesbourne Primary School - 2 Temporary Classrooms and Extension	1,286	7	0	0	1,293	1,286	7	0	0	1,293	0	0	
10232000	North Leamington Community School and Arts College and Residential Scheme	0	13	0	0	13	0	13	0	0	13	0	0	
10251000	Stratford High School Extension	4,562	99	0	0	4,661	4,562	58	41	0	4,661	(41)	0	
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	0	7	0	197	(7)	0	
10349000	Galley Common Infant School, Extension	9	0	0	0	9	9	(6)	0	0	3	(6)	(6)	
10356000	Warwick Aylesford Security and Bus Set Down	186	110	138	0	434	186	72	177	0	435	(38)	1	
10357000	Rugby Paddox Primary Amalgamation	1,743	108	0	0	1,851	1,743	0	108	0	1,851	(108)	0	Retention has been held back as there are still defects outstanding. The final account has not yet been agreed, this will now be resolved and final payments made in 2013/14.
10433000	Education Capital - Unallocated	0	62	0	0	62	0	0	25	0	25	(62)	(37)	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,852	223	0	0	10,075	9,852	(3)	226	0	10,075	(226)	0	Retention has been held back as there are still defects outstanding. The final account has not yet been agreed, this will now be resolved and final payments made in 2013/14.
10481000	Education Modernisation 2010/11	276	(55)	0	0	221	276	4	0	0	280	59	59	Final payments of retentions received. Funded from Structural Maintenance Budget
10492000	Kitchen And Dining Room Improvement Grant	656	5	0	0	661	656	7	0	0	663	2	2	
10513000	Education Capital - Earmarked Capital Receipts	0	0	0	4,103	4,103	0	0	0	4,103	4,103	0	0	
10514000	Queen Elizabeth School All Weather Pitch	455	17	0	0	472	455	3	14	0	472	(14)	0	
10526000	Stratford Bridgetown Primary Extension	1,521	734	12	0	2,267	1,521	726	19	0	2,266	(8)	(1)	
10543000	Southam College Applied Learning Suite	1,128	5	0	0	1,133	1,128	(69)	74	0	1,133	(74)	0	
10552000	Southam College All Weather Pitch	536	19	0	0	555	536	15	4	0	555	(4)	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	19,605	8,161	0	0	27,766	19,605	7,607	554	0	27,766	(554)	0	Devolved spending may vary year on year.
10970000	CYPF Capital Minor Projects	262	86	349	0	697	262	82	362	0	706	(4)	9	
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places)	212	2,245	385	0	2,842	212	1,936	694	0	2,842	(309)	0	Programme slippage during construction works for phase 2 caused by additional works, asbestos removal works and relocating existing pipework.
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	32	0	267	0	299	32	34	233	0	299	34	0	
11066000	St Michaels Primary Extension (Pupil Places)	69	478	13	0	560	69	488	3	0	560	10	0	
11067000	Camp Hill Primary Extension (Pupil Places)	120	1,245	10	0	1,375	120	984	270	0	1,374	(261)	(1)	Difference between last interim payment and forecast final account. Final account not agreed, all to be resolved and final payments now in 2013/14.
11068000	Wembrook Primary Reorganisation (Pupil Places)	42	313	0	0	355	42	318	0	0	360	5	5	
11069000	Sydenham Primary Extension (Pupil Places)	23	200	1,678	0	1,901	23	293	1,577	0	1,893	93	(8)	

F Learning & Achievement

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11070000	Emscote Infants Extension (Pupil Places)	33	590	33	0	656	33	650	0	0	683	60	27	Framework contract with no retention clauses, so £33,000 set aside for retention in 2013/14 was actually released in 2012/13. Project overspend of £27,000 due to providing a temporary classroom for a class disrupted by the construction works and for the additional works to form group space, meeting room and library space at the front of the school.
11071000	Shipston Primary Alterations (Pupil Places)	12	348	46	0	406	12	399	0	0	411	51	5	
11072000	Glendale Primary Alterations (Pupil Places)	48	1	0	0	49	48	1	0	0	49	0	0	
11073000	All Saints Junior Extension (Pupil Places)	17	45	554	0	616	17	(11)	610	0	616	(56)	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,199	553	0	0	1,752	1,199	537	0	0	1,736	(16)	(16)	Increase as part of overall Structural Maintenance Schools programme
11074020	Leamington Spa Telford Junior School - Roof Replacement (Block 1)	98	15	0	0	113	98	15	0	0	113	0	0	
11074021	Stratford High School - Roof Replacement	347	10	0	0	357	347	11	0	0	358	1	1	
11076000	Schools Access Initiative Block Header	72	0	878	0	950	72	0	878	0	950	0	0	
11090000	Nuneaton Milby Primary School - Roof Replacement	130	0	0	0	130	130	(3)	0	0	127	(3)	(3)	
11101000	Nathaniel Newton Infant (Pupil Places)	0	50	0	0	50	0	0	50	0	50	(50)	0	
11102000	Newdigate Primary (Pupil Places)	49	328	455	4	836	49	181	601	4	835	(147)	(1)	The project had a later start date on site than originally forecast due to planning permission issues. Construction works will now be carried out in 2013/14.
11103000	Long Lawford Primary (pupil places)	226	885	2	0	1,113	226	839	34	0	1,099	(46)	(14)	
11104000	Boughton Leigh Infants (Pupil Places)	93	454	1	0	548	93	373	83	0	549	(81)	1	
11105000	Lillington Primary (Pupil Places)	36	250	1,664	0	1,950	36	60	1,854	0	1,950	(190)	0	The project had a later start date on site than originally forecast due to design and planning permission issues. Construction works will now be carried out in 2013/14.
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	4	1,549	2,197	0	3,750	4	97	3,648	0	3,749	(1,452)	(1)	The project had a later start date on site than originally forecast due to planning permission issues. Construction works will now be carried out in 2013/14.
11108000	Oakfield Primary	1,538	1,313	20	0	2,871	1,538	1,306	27	0	2,871	(7)	0	
11110000	DfE Basic Need and Maintenance Grant 2012/13	0	0	275	0	275	0	0	175	0	175	0	(100)	
11112000	Short breaks for Disabled Children (DfE Capital Grant)	0	304	0	0	304	0	244	60	0	304	(60)	0	
11173000	Wolston St Margarets extension (pupil places)	0	102	594	4	700	0	0	696	4	700	(102)	0	The project had a later start date on site than originally forecast due to design issues. Construction works will now be carried out in 2013/14.
11174000	Kingsway Pri extension and reorg (pupil places)	0	110	890	0	1,000	0	30	970	0	1,000	(80)	0	
11175000	Newburgh Pri additional hall / studio space	0	190	238	22	450	0	9	419	22	450	(181)	0	The project had a later start date on site than originally forecast due to design, planning permission and contractor cost issues. Construction works will now be carried out in 2013/14.
11177000	Schools Access Initiative 2012/13 block header	0	396	348	0	744	0	472	239	0	711	76	(33)	
11178000	Woodlands School improve facilities	0	133	151	16	300	0	45	239	16	300	(88)	0	
11179000	Hillmorton Pri addtnl SEN provision	0	100	0	0	100	0	0	100	0	100	(100)	0	Project being managed by the school, funding held until the school was ready. Funds were released in April 2013.
11180000	Welcombe Hills vehicle access alterations	0	55	369	26	450	0	8	416	26	450	(47)	0	
11181000	Temporary classroom replacement	0	0	350	0	350	0	0	350	0	350	0	0	
11182000	Ilmington Pri replace temporary classrooms	0	143	376	31	550	0	44	475	31	550	(99)	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	0	139	787	24	950	0	103	823	24	950	(36)	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	0	73	424	3	500	0	3	495	3	501	(70)	1	
11198000	Barford St Peters extension (pupil places)	0	15	205	10	230	0	0	220	10	230	(15)	0	
11199000	Budbrooke Pri extension (pupil places)	0	20	330	0	350	0	4	346	0	350	(16)	0	

F Learning & Achievement

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11200000	The Ferncumbe extension (pupil places)	0	20	230	0	250	0	4	246	0	250	(16)	0	
11202000	Quinton Pri expansion (pupil places)	0	20	400	830	1,250	0	3	417	830	1,250	(17)	0	
11203000	St Giles Pri parking & pedestrian issues (H&S)	0	0	40	0	40	0	0	40	0	40	0	0	
11204000	Tysoe temporary classroom replacement	0	20	230	0	250	0	0	250	0	250	(20)	0	
11205000	Water Orton temporary classroom replacement	0	20	230	0	250	0	0	250	0	250	(20)	0	
11206000	Telford Infants temporary classroom replacement	0	20	230	0	250	0	6	244	0	250	(14)	0	
11207000	Telford Junior temporary classroom replacement	0	20	230	0	250	0	7	243	0	250	(13)	0	
11209000	Wembrook Primary additional studio hall space	0	25	400	0	425	0	14	411	0	425	(11)	0	
11210000	Exhall Cedars Inf temporary classroom replacement	0	20	230	0	250	0	1	249	0	250	(19)	0	
11211000	Coten End Primary expansion (pupil places)	0	20	800	1,980	2,800	0	3	817	2,080	2,900	(17)	100	Previously approved budget £2.8m. Additional £100,000 funding approved at Cabinet 18th April 2013.
11232000	Ford Transit	0	0	0	0	0	0	20	0	0	20	20	20	Minibus purchase funded in full by Revenue Contribution.
11240000	Ford Transit	0	0	0	0	0	0	19	0	0	19	19	19	Minibus purchase funded in full by Revenue Contribution.
	Historic schemes	17,861	0	0	0	17,861	17,861	0	0	0	17,861	0	0	
		70,802	23,666	17,467	7,053	118,988	70,802	19,146	21,883	7,153	118,984	(4,520)	(4)	

## Performance Information April 2012 to March 2013

CBP: Higher levels of attainment: (Academic Year September 2011 - August 2012)									
Ref	Measure	2010/11 Academic Year Actual	2011/12 Academic Year Target	2011/12 Academic Actual	2011/12 Academic Alert	2011/12 Academic Target	2012/13 Academic Forecast	2012/13 Academic Alert	Comments
M11000	% of Warwickshire schools judged good or outstanding by Ofsted	65				66	66		
M11001	% of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent	61		64		64	62.6		* source: DfE School Performance Tables: <a href="http://www.education.gov.uk/cgi-bin/schools/performance/group.pl?qttype=LA&amp;superview=sec&amp;view=aat&amp;sort=&amp;ord=&amp;no=937&amp;pg=1">http://www.education.gov.uk/cgi-bin/schools/performance/group.pl?qttype=LA&amp;superview=sec&amp;view=aat&amp;sort=&amp;ord=&amp;no=937&amp;pg=1</a>

CBP: Higher levels of attainment for all children (Financial Year 2012 / 2013)									
	Measure	2011/12 Actual	2012/13 Target	Year to Date Forecast	Year End Alert	Period Actual	Period Alert		Comments
M11002	% of 16-18 year olds who are not in education, employment or training (NEET)	4.5	5.2	3.6		3.6			

Higher levels of attainment for all children in Warwickshire (Academic Year Sept-Aug 12)									
	Measure	2010/11 Academic Actual	2011/12 Academic Target	2011/12 Academic Actual	2011/12 Academic Alert	2012/13 Academic Target	2012/13 Academic Forecast	2012/13 Academic Alert	Comments
M11006	Looked after children achieving level 4 at Key Stage 2 in English	75				62	66		* predicted grades summer 2013
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths	71				62	63		* predicted grades summer 2013
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent	23				39	16		* predicted grades summer 2013
M11009	Number of permanent exclusions from school					31	3		
M11010	Achievement of a level 2 qualification by age 19	83	81	82		82	82		
M11011	To narrow the attainment gap between pupils in schools judged to be satisfactory and the rest		4.4	?		4.4	4.4		* We only do attainment at end of academic year (August) the gap figure will be the same as Q3
M11012	% of 16/17 year olds participating in education and work based learning (WBL)	88	89	92		92	91		
M11013	Number of Looked after Children (LAC) in a positive destination at age 19.	61	56	62		62	61.4		
M11014	% of Young People who were in receipt of Free School Meals (FSM) at academic age 15 who attain level 2 qualifications by the age of 19.	57	60	62		62	58		
M11015	% of young people achieving Level 3 by 19	58	56	58		58	57.1		
M11016	The gap in attainment of L3 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not (%)	34	23	21		21	32		
M11017	% of 16-18 year olds on an Apprenticeship programme achieving the full Framework.	77		81		81	77		

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Learning & Achievement Business Unit Risk Register



## Customer Services - Kushal Birla

## 2012/13 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
Customer Contact and E-services	1,969		1,969	2,000	31	
Marketing & Communications	301		301	322	21	The Print Unit reported an overspend of £51,000 . The cause of this is being investigated to ensure any work undertaken is done on a full cost recovery basis.
One Front Door (Formerly One Stop Shops)	268		268	242	(26)	
Registration Services	104		104	(333)	(437)	Income generation through the Registration Service activity was greater than planned.
Other Customer Services	694		694	694	0	Planned underspend used for provision for Library Redundancies. It will now complete the last phase of the Library Transformation Programme.
Library & Information Services	5,572	(3)	5,569	5,503	(66)	Variation was due to the mobile library purchases estimates being much lower than actual, increased discounts on stock purchase and also due to delays in recruitment as a result of a restructure.
Customer Relations	320		320	306	(14)	
<b>Net Service Spending</b>	<b>9,228</b>	<b>(3)</b>	<b>9,225</b>	<b>8,734</b>	<b>(491)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	170	(170)	491	491	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>170</b>	<b>(170)</b>	<b>491</b>	<b>491</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	452	416	452	416	416	452	416	
CW-CL-01 and 12	Restructure Community Safety and Localities management and teams & Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	18	18	68	18	68	68	68	
CW-CC-02	Library Services reconfiguration	311	311	782	311	782	932	932	
CW-CC-03	Integrated Model for Communications	43	43	136	43	136	136	172	
	<b>Total</b>	<b>824</b>	<b>788</b>	<b>1,438</b>	<b>788</b>	<b>1,402</b>	<b>1,588</b>	<b>1,588</b>	
	<b>Target</b>		<b>824</b>		<b>1,438</b>	<b>1,438</b>		<b>1,588</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>36</b>		<b>650</b>	<b>36</b>		<b>0</b>	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 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	62	235	204	0	501	62	(14)	453	0	501	(249)	0	No major One Front Door refurbishments have taken place during the year.
10624000	Libraries Radio Frequency Identification	720	97	37	0	854	720	50	85	0	855	(47)	1	
10627000	Improving The Customer Experience- Libraries	92	96	0	0	188	92	91	5	0	188	(5)	0	
10631000	Library Modernisation Linked To Best Value	0	150	150	0	300	0	221	79	0	300	71	0	Projects have been completed earlier than anticipated. The 2013-14 expenditure has been adjusted accordingly.
10645000	One-Stop Shops Expansion Programme 2009/10	0	0	150	120	270	0	0	150	120	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	50	1,000	1,950	3,000	0	0	1,000	2,000	3,000	(50)	0	
11077000	Capital Fund for Community Libraries	67	33	0	0	100	67	23	11	0	101	(10)	1	
	Historic schemes	37	0	0	0	37	37	0	0	0	37	0	0	
		978	661	1,541	2,070	5,250	978	371	1,783	2,120	5,252	(290)	2	

## Performance Information April 2012 to March 2013

Customer Service - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M01000	% Satisfaction level with the quality of services received	67.9	61.89	62		62		
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	97	80	92		92		
M01009	% of clients who take up the 'Tell us once' service - births	47	0.46	0.46		0.46		• Baseline of 0.46% established for births
M01012	Number of visits to libraries	2079813	1673632	1721544		1721544		
M01013	Number of Virtual library visits (including use of subscription and online enquiry services, databases, and e-book downloads)	2909574	3055053	2628393		2628393		
M01030	No. of complaints responded to within agreed timescales - Corporate		95					• Measure tracks proportion of complaints resolved within agreed timescales. Still awaiting the data from the Champions to finalise corporate figure.
M01031	Benchmark social media Klout score		50	53		53		
M01095	% of clients who take up the 'Tell us once' service - deaths		50	50		80.95		
M01096	No. of complaints responded to within agreed time scales - Adults		90	35		35		• Measure tracks proportion of complaints resolved within agreed timescales. The average completion time of 25 working days in adult social care.
M01097	No. of complaints responded to within agreed time scales - Children		60	58		58		• Measure tracks proportion of complaints resolved within agreed timescales. The average completion time of 21 working days in childrens social care.

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Customer Services Business Unit Risk Register

## Finance - John Betts

## 2012/13 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	300	(343)	(43)	732	775	The underspend relates solely to the Transformation Fund for the Resources Group as a whole. This is currently accounted for within the budget for Finance, but relates to one-off resources held on behalf of the whole Resources Group. It is designed for one off investments to deliver on-going savings and improvements for the organisation as a whole (see the reason for requests below). In terms of the Finance Service as a whole, it came in on budget after early repayment of some borrowing. Additional savings were held in the "Head of Service" line and the corresponding savings are reflected in the underspends in the various teams. Savings have largely been delivered as a result of not filling vacancies, restructuring the service and shifting the emphasis of the service onto higher risk financial areas and more "self service" financial management for managers.
Budget and Technical & Fire Finance Team	527	0	527	416	(111)	
Financial Accounting & Projects	616	0	616	200	(416)	
Financial Systems & Transformation	1,870	2	1,872	1,834	(38)	
Communities Finance Team	530	0	530	487	(43)	
People Finance Team	920	85	1,005	977	(28)	
Resources & Schools Finance Team	655	0	655	516	(139)	
Finance Savings Target	(229)	0	(229)	(229)	0	
Resources Transformation Fund	1,516	0	1,516	29	(1,487)	
Contribution to repay Business Unit's own capital debt						
<b>Net Service Spending</b>	<b>6,705</b>	<b>(256)</b>	<b>6,449</b>	<b>4,962</b>	<b>(1,487)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	93	(93)	1,487	1,487	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>93</b>	<b>(93)</b>	<b>1,487</b>	<b>1,487</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	340	340	340	340	340	340	340	The savings target for both 2011/12 and 2012/13 have been delivered and staffing structures and processes are in place to deliver the savings target for 2013/14, following the additional resources distributed through the corporate budgeting process in February 2013. Longer term sustainability is dependent on one-off investment from the Resources Group Transformation Fund (highlighted above) to minimise the impact in 2013/14, alongside the introduction of a different way of delivering financial support to the organisation (also highlighted in the request for transfer of reserves highlighted above).
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	785	785	1,510	785	1,510	1,510	1,510	
RE-FI-03	Reduction in financial support to both members and mana								
RE-FI-04	Shared financial services								
	<b>Sub total</b>	<b>1,125</b>	<b>1,125</b>	<b>1,850</b>	<b>1,125</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	
	<b>Target</b>		<b>1,125</b>		<b>1,850</b>	<b>1,850</b>		<b>1,850</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>725</b>	<b>0</b>		<b>0</b>	

## Performance Information April 2012 to March 2013

Finance								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M02000	Net variation to budget							This report sets out the cumulative Authority's variation from budget.
M02001	Corporate revenue and capital spending plans (including MTFP) are produced and published by due date		Yes	Yes	★			• Detailed timetables were published, although late grant information from Department for Communities & Local Government was unhelpful.
M02004	Financial Accounting - Final Accounts (for previous financial year)	Yes	Yes	Yes	★	Yes	★	• External audit reported an unqualified opinion for 2011/12.
M02014	Treasury Management strategy produced that supports the MTFP			Yes		Yes		• Treasury Management Strategy approved by Council on 21 March 2013.
M02022	Deliver Finance Service within the set budget		Yes	Yes	★			• The service was delivered to budget (see comments above).
M02050	% of quarterly outturn forecasts produced by due date		100	100	★	100	★	• All reporting was on target.
M02051	% of group reporting targets met in accordance with agreed timetable		100	100	★	100	★	• Group reporting targets were all on track in accordance with agreed timetables.

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Finance Business Unit Risk Register

## Human Resources and Organisational Development - Sue Evans

### 2012/13 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
Advisory Services (including Health & Safety)	1,972	(377)	1,595	1,395	(200)	Healthy Workforce budget was £23,000 underspent to meet a savings target. Corporate Health and Safety was underspent by £56,000 whilst vacancies were held following a re-structure. HR advisory was underspent by £121,000 as £90,000 was held back in vacant posts to deliver the savings target and the posts have subsequently been deleted. A further £31,000 was underspent due to an unexpected vacancy which the service was unable to fill.
Equalities and Diversity	325	0	325	303	(22)	
Human Resources Service Centre	1,494	19	1,513	1,484	(29)	
Learning & Organisational Development	1,228	0	1,228	772	(456)	£210,000 Social Care Team - vacant posts and other changes during year (of this, £167,000 budget is held on behalf of People Group and will be reviewed). £190,000 L&D Levy - delay in funding being agreed meant there was insufficient time to organise courses once the level of funding was known. £56,000 Corporate Team - structural changes during year and delays in commissioning training.
Business Partners	508	0	508	469	(39)	
Human Resources Head of Service	259	358	617	235	(382)	Members approved the Apprenticeship Programme (£377,000) as part of the Going for Growth Strategy. Funding was released late in the year and it was not possible to fully utilise the funding. Spending is now planned for 2013/14.
<b>Net Service Spending</b>	<b>5,787</b>	<b>0</b>	<b>5,787</b>	<b>4,658</b>	<b>(1,129)</b>	

### 2012/13 Reserves Position













Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	144	(144)	1,129	1,129	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>144</b>	<b>(144)</b>	<b>1,129</b>	<b>1,129</b>	

### 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	304	304	304	304	304	304	304	
CW-CL-01	Reduction in management posts in the Interpretation and Translation Service	34	34	34	34	34	34	34	
CW-CL-12	Additional income generation in Equality and Diversity	0	0	15	0	15	15	15	
CW-WS-01	Learning & Development	79	79	79	79	79	79	79	
CW-WS-03	HR Advisory Service	30	30	100	30	100	100	100	
CW-WS-04	HR Business Partnership	0	0	18	0	18	18	18	
CW-WS-05	HR Transactions	51	51	51	51	51	51	51	
CW-WS-06	Management restructure in Workforce, Strategy and Development	2	2	82	2	82	82	82	
	<b>Total</b>	<b>500</b>	<b>500</b>	<b>683</b>	<b>500</b>	<b>683</b>	<b>683</b>	<b>683</b>	
	<b>Target</b>		<b>500</b>		<b>683</b>	<b>683</b>		<b>683</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>183</b>	<b>0</b>		<b>0</b>	

I Human Resources

Performance Information April 2012 to March 2013

HR & OD - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M03000	% WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey		75.5	73		73		
M03004	% of staff identifying themselves as disabled as reflected in the statutory Workforce Equalities & Diversity report in 2011/12		3	2.57		2.57		• This is not a target it is for monitoring purposes only (info from BVPI16)(Q4 data taken as at 31/03/13)
M03007	% staff believe that they have a real opportunity to develop their skills (through Corporate Staff Survey)		70	54.2		54.2		
M03008	% staff agreeing that they have the opportunity for personal development and growth (whilst at work) in the County Council (through Corporate Staff Survey)		60	46.5		46.5		
M03021	% Overall satisfaction from customer survey (internal or external)		70	58		58		• Results from Manager Customer Survey Oct 12 added - Results applicable to 'standard' 7 questions only.
M03022	Investors in people standards maintained	Yes	Yes	Yes		Yes		
M03019	% of staff satisfied with the training & development that they receive in their current job			66.6		66.6		• No target set.
M03020	% staff who believe the County Council is an equal opportunities employer		90	85.1		85.1		• Target cannot now be reached as survey will not be repeated within timeframe

Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Human Resources and Organisational Development Business Unit Risk Register

## Information Assets - Tonino Ciuffini

## 2012/13 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	120		120	134	14	
Members Support	98		98	90	(8)	
ICT General Unit Charge	(507)		(507)	(507)	0	
Strategy and Programme (In future to be called Information and Innovation)	1,483		1,483	1,420	(63)	
Corporate ICT Development	1,291		1,291	1,289	(2)	
R&D Infrastructure Projects	636		636	542	(94)	Primarily due to £80,000 underspend due to delays on some R&D related projects.
Customer and Supplier Services	229		229	189	(40)	
Production Services	1,018		1,018	793	(225)	Primary reason was a positive contract renegotiation in March 2013 that saved £150,000
System Centre	1,173		1,173	1,240	67	
Schools and Network Team	803		803	604	(199)	This operates as a traded service and saw a further welcome increase in the previously forecast underspend in Quarter 4
Information Management	285		285	274	(11)	
<b>Net Service Spending</b>	<b>6,629</b>	<b>0</b>	<b>6,629</b>	<b>6,068</b>	<b>(561)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Information Assets - Equipment reserve	171	0		171	Appendix U details the proposals for the use of the closing balance on reserves
ICT - Unit Charge Equalisation Account	625	0		625	
Information Assets	304	(304)	561	561	
<b>Total</b>	<b>1,100</b>	<b>(304)</b>	<b>561</b>	<b>1,357</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	433	433	433	433	433	433	433	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	(3)	0	10	0	10	10	10	
RE-IT-04	Stopping the ICT Training initiative	50	0	50	0	0	50	0	No longer going to be taken
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	150	250	150	250	250	250	While the savings have been taken from the budget, we are finalising how the last £100,000 is spread to balance overall budgets. Should be completed in Quarter 1 2013/14
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	400	275	550	275	550	550	550	
CW-CC-05	Transformation of Corporate Governance support	10	10	10	10	10	10	10	Complete plan delivered
New	Printing Savings	0	22	0	22	50	0	50	About to centralise the printer lease budget to complete the delivery of this saving.
		890	890	1,303	890	1,303	1,303	1,303	
	<b>Target</b>		890		1,303	1,303		1,303	
	<b>Remaining Shortfall/(Over Achievement)</b>		0		413	0		0	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	71	0	129	0	200	71	0	129	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	580	0	0	0	580	580	(69)	69	0	580	(69)	0	
11238000	Infrastructure E Government 2012/13	0	0	0	0	0	0	361	0	0	361	361	361	Purchase of capital assets which have been funded by revenue contribution.
11239000	Purchase of Vehicle - PJ62 WTD	0	0	0	0	0	0	8	0	0	8	8	8	Purchase of a capital asset which has been funded from revenue.
	Historic schemes	297	0	0	0	297	297	0	0	0	297	0	0	
		948	0	129	0	1,077	948	300	198	0	1,446	300	369	

## Performance Information April 2012 to March 2013

Information Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M04004	% of support calls resolved at the point of contact	60	63	38.08		38.08		<ul style="list-style-type: none"> <li>Continuing issue with the falling number of operational incidents that this measure relates to and the ability to attain the target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are reviewing the way we are measuring and the validity of that measurement in light of the changing profile of incidents logged and the ability to solve at first point. We have amended the syntax in the report that is run from our service management system as there was an error and we have re-run the report for the year and amended the qtr 1 figure. We will develop a more meaningful KPI relating to speed of resolution which reflects on all call types. It is impossible to meet targets this year but please note that Customer satisfaction is very good as measured by both the SOCITM Survey and our Support Call Response survey and is a better indicator of performance</li> </ul>
M04006	% of support calls resolved with 8 Hours	75	80	72.32		72.32		<ul style="list-style-type: none"> <li>As above the changing nature of the type of incidents logged and the reduction in operational incidents has impacted on our ability to meet this target. The good news is that following the deployment of windows 7 and other changes to our infrastructure customers have fewer operational incidents but the pool we are left with are the more complicated ones and take longer to resolve. We are looking at how we can make small improvements but an underlying issue is the fact that our recording system cannot take account of customers putting calls on hold or requesting visits at a later date. We will address this in next years KPIs</li> </ul>
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	16	0		0		<ul style="list-style-type: none"> <li>No incidents affecting all users</li> </ul>
M04008	Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)	0	22	0		0		<ul style="list-style-type: none"> <li>No incidents affecting &gt;20% of users</li> </ul>
M04013	Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question	5.42	5.5	5.3		5.3		<ul style="list-style-type: none"> <li>This is the SOCITM result for 2012. This year has seen a small decline in the overall satisfaction score by our customers, however compared to the previous year and benchmarked against other Local Authorities of similar size we are still in the top third performing councils.</li> </ul>
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94.6	96	94		94		<ul style="list-style-type: none"> <li>It does look like we will miss this by just over 1% but this is still an excellent figure</li> </ul>
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	22	0	0		0		
M04028	New arrangement agreed (July 2012) via ICT Strategy Review & Strategy Commissioning Work and implemented (March 2013)		Yes	Yes		Yes		<ul style="list-style-type: none"> <li>Strategy has been approved by Cabinet. Have completed the three stages of Strategic Commissioning. Now working on implementation of all agreed changes. We also provided a progress report on implementation of the ICT Strategy to O&amp;S Board in December 2012. New structures have been put in place and detailed stage activities are reported to Corporate Board</li> </ul>
M04029	Formal promotion plan for staff, to increase awareness of Information Security and responsibilities, developed and implemented by May 2012		Yes	Yes		Yes		<ul style="list-style-type: none"> <li>Approach approved at Information Systems Steering Group and underway. Poster campaigns are out. Also about to develop 60 second videos in line with Warwickshire News</li> </ul>
M04030	Formal e-learning facility implemented for staff around Information Security awareness by September 2012		Yes					<ul style="list-style-type: none"> <li>Options still being considered as part of wider Corporate e-learning approach. New estimated date June 2013, looking to utilise video approach.</li> </ul>
M04031	Sign-off process for Information responsibility introduced by September 2012		Yes					<ul style="list-style-type: none"> <li>Plan to implement in Quarter 2 2013. Revised document produced need to finalise and link to HRMS to record acknowledgement by staff.</li> </ul>



J Information Assets

Information Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M04032	Information Strategy reviewed and refreshed by September 2012		Yes	No				• Draft Strategy was presented to ICT Strategy Board on the 18th December 2012. Requested amendments have been made. Awaiting board sign off
M04033	WCC strategy developed in relation to PSN and formal agreement negotiated (regionally or sub-regionally) by September 2012		Yes	Yes		Yes		• It has been agreed that we will procure as part of a West Midlands PSN approach being led by Solihull. We will be in phase 1 with Solihull, West Midlands Police and possibly Worcestershire CC. Formal Boards now in place. Tender currently under way.
M04034	Tender documentation produced for the replacement of the Wide Area Network by March 2013		Yes	Yes		Yes		• Joint WM PSN Tender currently underway within West Midlands Partnership.
M04035	PSN based replacement of lines implemented from Warwick House, Wheat Street by December 2012			No				• Tender let and awarded. Detailed plan suggest June date for final links being installed is early June 2013. Will be ceasing circuits in line with Property Assets targets.
M04036	Contract awarded in implementation of Rural Broadband facilities via BDUK project by December 2012		Yes	No		No		• The team delivering the BDUK programme are as far advanced in the process as they can be having successfully achieved all requirements and BDUK dates thus far. The project has successfully completed the BDUK B1 assurance checkpoint with no conditions. We have run the tender in early 2013, and plan to award the contract in May 2013
M04037	Supplier Design signed off in implementation of Rural Broadband facilities via BDUK project by June 2013		Yes	No		No		• We are planning to award the contract in May 2013 in line with BDUK timescales.. We will then start on the design phase and would hope to be rolling out the infrastructure with Initial engineering work starting in 2nd quarter 2013/14, but completion now not expected until 2016/17.
M04038	CSC able to take payments within PCIDSS regime		Yes	Yes		Yes		• The payment service was launched on the 5th November as per the revised timescale. Network segmentation was achieved as planned. Network logging software has also been purchased. Full PCIDSS compliance is on target for June 2013. Handover to internal teams is in progress.
M04039	Full PCIDSS application submitted by March 2013		Yes	Yes		Yes		• Following launch of service now seeking service accreditation. Currently believe we can submit as level 2 in May. No service delivery issues as relates to accreditation.
M04040	Google Migration completed by December 2012		Yes	No		No		• Completed April 2013 only new elected members outstanding
M04041	Key technical and management resources provided to deliver WFRS replacement command and control system by March 2013		Yes	Yes		Yes		• The project is on track for an agreed go-live date for the new Control system of June 2013. ICT staff are supporting the technical workstreams of the programme, and working actively in the partnership with Northamptonshire (as well as additional technical partnerships with Royal Berkshire, Oxfordshire and Buckinghamshire).
M04042	New facilities implemented for schools' learning platform, including Autology, by September 2012		Yes	Yes		Yes		• Completed - Implemented August 2012
M04026	WCC Contribution to Rural Broadband Development: Approval of the Local Broadband Plan by BDUK							
M04027	WCC Contribution to Rural Broadband Development: Completion of BDUK Procurement Phase							
M03001	% staff who are flexible workers							• No formal measure of these in place

**Risk Information: Net Red Risks extracted from the Business Unit Risk Register**

There are no net red risks on the Information Assets Business Unit Risk Register

## Law and Governance - Greta Needham

## 2012/13 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
Governance and Members Services	639		639	511	(128)	The school governance underspend is due to changes to the historic staffing complement due to retirements during 2012/13. There are also currently vacancies in Democratic Services awaiting successful recruitment.
Legal Services	(425)		(425)	(453)	(28)	Internal income in Q4 was less than forecast in Q3, largely due to reduced demand by the People Group. However, increased demand from external customers has generated a surplus.
Insurance, Internal Audit and Risk Management	495		495	466	(29)	Staffing vacancies due to unsuccessful recruitment and changing demands from customers.
Legal Core	417		417	379	(38)	Limited Counsel's fees on legal challenges incurred in 2012/13. The potential for increasing legal challenge during the next phase of the Council's transformation agenda is likely to rectify the position in 2013/14.
<b>Net Service Spending</b>	<b>1,126</b>	<b>0</b>	<b>1,126</b>	<b>903</b>	<b>(223)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings (non-DSG)	34	(34)	223	223	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>34</b>	<b>(34)</b>	<b>223</b>	<b>223</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	255	255	255	255	255	255	255	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	74	76	131	76	131	131	131	We have over achieved this savings target by £2k due to savings made during 2011/12. The additional £55k savings will be achieved by 2013/14 .
CW-LG-03	Reduce core legal discretionary services	36	36	39	36	39	39	39	A comprehensive review of all Legal Services, including Core Legal, is already underway. This review will identify the actions to be taken to ensure that the core legal service is provided within budget which will in turn achieve £36k of the required savings in this financial year. The additional £3k savings will be achieved in 2013/14.
	<b>Total</b>	<b>365</b>	<b>367</b>	<b>425</b>	<b>367</b>	<b>425</b>	<b>425</b>	<b>425</b>	
	<b>Target</b>		<b>365</b>		<b>425</b>	<b>425</b>		<b>425</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(2)</b>		<b>58</b>	<b>0</b>		<b>0</b>	

# K Law and Governance

## Performance Information April 2012 to March 2013

Law & Governance - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M05000	The annual governance is accepted without qualification by the Council's external auditors		Yes	Yes		Yes		• Draft AGS reported to Council 25 September 2012 and subsequently signed by Leader and Chief Executive before the deadline.
M05017	% of total LBU income generated from external	21	15	22		22		
M05019	% reduction in the Council's Legal Bill		5	1.4		1.4		• Increased cost likely as a result of more safeguarding work and input to Atherstone fire. Reduced hourly rates from 1st August helped to bring back on track as will LSR improvements and People Gp review but full impact not expected until 2013/14.
M05071	% Delivery of all deliverables in Legal Services Review Project Plan by 31 March 2013		90	85		85		• Internal service review completed and new project plan now in place
M05072	Agreed workflow designs completed in Visualfiles by 31 May 2012		85	85		85		• This target relates to Priority 1 workflows which have been reviewed and added to. A dedicated resource was identified to take forward the YPLS workflows and these are now complete
M05074	% Maintained schools purchasing School Governor Development Services		85	81		81		• Law & Governance are part of a corporate initiative to market WES services to schools and increase buy-back.
M05075	Strategic Commissioning Review Report of School Governance complete by 31st March 2013		Yes	Yes		Yes		• Internal Service Review has been completed and submitted into the SCR process
M05077	CMIS Business Manager Module (report process and forward plan) implemented and operational by 31 May 2012		Yes	Yes		Yes		• In place and now going through improvement stages
M05078	Overview & Scrutiny Plan implemented		Yes	Yes		Yes		• First phase implemented

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Law and Governance Business Unit Risk Register

## Physical Assets - Steve Smith

## 2012/13 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	593	(179)	414	460	46	Consultancy charges
Construction Services	2,520	7	2,527	2,123	(404)	Underspend on Salix Grant, Savings from the Carbon Reduction Commitment, and surplus income on building maintenance
Facilities Management	10,692	(159)	10,533	9,579	(954)	Surplus income from the Catering Service
Estates & Smallholdings	110	0	110	203	93	Overspend on Surplus Property budget, and additional maintenance works
Asset Strategy	304	0	304	275	(29)	Staff turnover savings
Programme Management & Special Projects	100	444	544	521	(23)	Savings on the cost of one-off dilapidation works
Early Repayment of Self Borrowing Capital Finance	0	0	0	647	647	
<b>Net Service Spending</b>	<b>14,319</b>	<b>113</b>	<b>14,432</b>	<b>13,808</b>	<b>(624)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Salix Energy Management Reserve	279	0	124	403	Appendix U details the proposals for the use of the closing balance on reserves
Catering Equalisation Account	375	(375)	302	302	
Glazing inspections & remedial H&S works for smallholdings	0	0		0	
Physical Assets	120	(120)	198	198	
Traded Services equipment	43	(8)		35	
<b>Total</b>	<b>817</b>	<b>(503)</b>	<b>624</b>	<b>938</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast	Target	Forecast	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	796	796	796	796	796	796	796	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	13	13	18	18	18	18	18	
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	1,221	1,221	2,823	1,221	2,823	3,607	3,607	
	Total	2,030	2,030	3,637	2,035	3,637	4,421	4,421	
	Target		2,030		3,637	3,637		4,421	
	Remaining Shortfall/(Over Achievement)		0		1,602	0		0	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's		
Building & Construction															
10160000	Warwick, Shire Hall Refurbish/Redevelop Office Space	517	0	0	0	517	517	30	0	0	547	30	30	Part of the Shire Hall refurbishment project (code 11190000). Financed from 11041000.	
10292000	Improving the customer experience in WCC buildings & DDA works 08/09	240	0	0	0	240	240	20	0	0	260	20	20	Final Retentions paid, over original creditor estimates. Financed from 11041000.	
10342000	Warwick, Northgate House Conversion	1,749	95	0	0	1,844	1,749	0	0	0	1,749	(95)	(95)		
10971000	Aylesford Flood Alleviation Scheme Contribution	0	925	0	0	925	0	189	736	0	925	(736)	0	Delay in sale of this land has resulted in the payment being postponed. The payment will be triggered once the land has been sold. This is now due in 2013/14	
10972000	Planning Consent For Europa Way	1	51	248	0	300	1	72	227	0	300	21	0		
11041000	Rationalisation Of The Council's Property	56	650	2,226	0	2,932	56	473	2,347	0	2,876	(177)	(56)	Expenditure on Project 1123000 (£199k)	
11041003	Nuneaton Library	34	19	0	0	53	34	19	0	0	53	0	0		
11053000	Demolition Works - Sparrowdale Special School	206	18	0	0	224	206	3	0	0	209	(15)	(15)		
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,759	26	0	0	1,785	1,759	(27)	0	0	1,732	(53)	(53)		
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	550	27	0	0	577	550	6	0	0	556	(21)	(21)		
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	88	33	0	0	121	88	5	0	0	93	(28)	(28)		
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	105	7,177	1,967	247	9,496	105	5,757	3,639	177	9,678	(1,420)	182	Additional costs relating to ICT equipment being funded for by Nuneaton Academy and DfE as part of the overall project.	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	0	170	0	0	170	0	18	62	0	80	(152)	(90)	A change in the scope of the project has caused a delay to the start, and reduction in overall cost, of the project.	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	0	750	0	750	(750)	0	A capital allocation was earmarked in 2012/13 for the refurbishment of Old Shire hall in conjunction with a successful tenderer. Unfortunately the tenderer withdrew their offer, alternative options are currently being explored.	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	0	784	1,116	0	1,900	0	1,260	1,117	0	2,377	476	477	Contribution from Planned Structural Maintenance (11033000) for £219,400 to complete refurbishments of Toilets and Heating to be included in the overall current refurbishment project. In addition to this a revenue contribution of £170,000 was necessary to meet the total increase of £389,400. Contribution from Energy Capital Budget (10400000) towards energy efficiency £37,200. Contribution from Facilities Management in 13/14 via a revenue contribution of £50,000 for planned devolved maintenance.	
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	0	0	0	0	0	0	199	0	0	199	199	199	This scheme is part of the Property Rationalisation Programme (11041000) which has been split out as a stand alone scheme.	
Structural Maintenance															
10474000	Major Structural Maintenance (Non Schools) Base Programme 2010/11	1,215	16	0	0	1,231	1,215	19	0	0	1,234	3	3		
10475000	Non-Schools Remedial Safe Water 2010/11	448	(17)	0	0	431	448	(19)	0	0	429	(2)	(2)		
10483000	Small Scale Reactive Property Maintenance - Base Programme 2010/11	415	(17)	0	0	398	415	(13)	0	0	402	4	4		
10493000	Non-Schools Maintenance Backlog 2010/11	715	(2)	0	0	713	715	(2)	0	0	713	0	0		
10499000	Structural Maintenance 2010/11 (Revenue Funded)	(13)	(4)	0	0	(17)	(13)	3	0	0	(10)	7	7	Final Accounts received from contractors for projects completed in 10/11 and not accrued for. Funded from current revenue allocation.	
10502000	Fire Precautions - Base Programme 2010/11	40	(7)	0	0	33	40	(7)	0	0	33	0	0		

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	314	84	0	0	398	314	142	0	0	456	58	58	Contribution from 11032000 and 111033000 as Projects added to previous years block header, all part of the 2012/13 Structural Maintenance Non Schools work programme
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,425	549	0	0	1,974	1,425	630	0	0	2,055	81	81	Funded from 11033000 as part of the Non Schools planned work programme, projects created in previous years block headers instead of this years.
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	166	(1)	0	0	165	166	(1)	0	0	165	0	0	
11030000	Schools Capital Asbestos And Safe Water Remedial Works 2011/12	1,237	143	0	0	1,380	1,237	(97)	0	0	1,140	(240)	(240)	Previous Creditor not met, New Projects created on current Years code 1103400, slippage used to cover actuals costs on current year work programme codes.
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,144	0	0	0	3,144	3,144	39	0	0	3,183	39	39	Projects booked to this code as part of the overall work programme for Schools 2012/13. Funding for this additional expenditure is from code 11034000
11031003	Exhall Ash Green Sch - Boiler Repl	147	(11)	0	0	136	147	(11)	0	0	136	0	0	
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2012/13	0	104	0	0	104	0	92	0	0	92	(12)	(12)	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	0	2,422	0	0	2,422	0	1,844	58	0	1,902	(578)	(520)	Movement of Budget to the following Projects:- PRP - Shire Hall Refurbishment Phase Two (11041000), to complete scheduled maintenance work on the Second floor of shire Hall as part of the overall refurbishment £219,400. Alcester Fire Station (11147000) £57,467 towards planned maintenance now completed as part of Fire & Rescue project. Some delays in current year projects have been created by changes to the sensitive property list as part of PRP (Property Rationalisation Programme). This has caused some projects to be cancelled / postponed late on in the financial year (e.g. Montague Road).
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	0	1,265	0	0	1,265	0	1,206	14	0	1,220	(59)	(45)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	0	5,540	0	0	5,540	0	5,669	95	0	5,764	129	224	Increase of £109,939 is additional works funded from Revenue Contributions as part of the Work Programme. All other funds are used to cover expenditure in other codes for work relating to 2012/13.
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	0	311	0	311	0	0	311	0	311	0	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	0	2,524	0	2,524	0	0	2,576	0	2,576	0	52	Carry forward Budget from 2012/13 work programme. Underspend due to large projects being cancelled late in the year due to amongst other things, Properties being placed and then moved off the sensitive properties list
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	0	5,569	0	5,569	0	0	5,733	0	5,733	0	164	Carry forward from underspends in Schools structural maintenance
11042000	Structural Maintenance 2011/12 - Revenue Funded	222	0	0	0	222	222	11	0	0	233	11	11	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	139	0	0	0	139	139	(10)	0	0	129	(10)	(10)	
11096000	Wark Barrack St Block - Roof Repl	185	12	0	0	197	185	10	0	0	195	(2)	(2)	
11107000	Wark Shire Hall - Asb Rem/Repl(Basemt)	114	201	0	0	315	114	227	0	0	341	26	26	Final Asbestos checks and works now complete, additional small works found and completed. Additional costs funded from project 11033000.
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	0	317	317	0	0	0	317	317	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	0	1,318	1,318	0	0	0	1,318	1,318	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	2,574	2,574	0	0	0	2,574	2,574	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	0	5,680	5,680	0	0	0	5,680	5,680	0	0	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	0	121	0	0	121	0	124	0	0	124	3	3	Project should not be separated from Block Header, Schools Safe Water 11034000
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	0	0	0	0	0	0	74	25		99	74	99	
11162000	Llandudno Marle Hall Oec - Boiler Repl	0	169	0	0	169	0	214	0	0	214	45	45	
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist	0	194	0	0	194	0	176	0	0	176	(18)	(18)	Additional cost on project due to 6 month delay as Welsh Gas fitting new mains. Extra costs also include a specialist chimney liner as standard would not fit, this was not included in original estimate.
11167000	Atherstone Queen Elizbth Sch - Flat Roof Repl	0	120	0	0	120	0	122	0	0	122	2	2	
11168000	Warwick Shire Hall and Courts - Boiler Replacement	0	363	0	0	363	0	346	36	0	382	(17)	19	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	0	250	0	0	250	0	154	0	0	154	(96)	(96)	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	0	323	323	0	0	0	323	323	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,344	1,344	0	0	0	1,344	1,344	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,626	2,626	0	0	0	2,626	2,626	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	5,794	5,794	0	0	0	5,794	5,794	0	0	
<b>Facilities</b>														
10581000	Day Services Modernisation Programme 2005/2006	0	0	0	0	0	0	9	0	0	9	9	9	
10592000	Small Scale Reactive / Minor Improvements County-Wide	0	180	238	0	418	0	46	372	0	418	(134)	0	Planned Maintenance not completed in year and now re-prioritised for future year.
<b>Energy</b>														
10400000	Climate Change 2009/10	163	20	162	100	445	163	17	128	100	408	(3)	(37)	
10410000	Climate Change 2007/08	229	193	5	0	427	229	47	83	0	359	(146)	(68)	Variance is made up of £39,000 corporate funding for Frank Whittle project being moved from block header 10400000 and £107,000 self financed borrowing approval moved to project 11159000.
10410002	Kingsbury Water Park - New Biomass Fuel Heating System	1	7	0	0	8	1	6	0	0	7	(1)	(1)	
11135000	Various Properties - Reducing Energy	0	0	500	1,750	2,250	0	0	500	1,750	2,250	0	0	
11136000	Various Properties - Renewable Energy	0	450	2,950	2,500	5,900	0	2	1,000	4,898	5,900	(448)	0	Projects are taking longer to identify and deliver than originally hoped due to the need to ensure projects are viable on a life-cycle costing basis and meet the criteria for self-financing capital. In addition, amendments made nationally to the Feed in Tariff (FIT) and Renewable Heat Incentive (RHI) funding rules have delayed progress. One project has been put on hold due to the property being reclassified as 'sensitive'.
11159000	Wark Saltsford Office Park - Pv Micro Genetrn Syst							108	0		108	108	108	Project is funded from block header 10400000, corresponding budget has dropped to match.
<b>Smallholdings</b>														
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	307	6	0	0	313	307	4	0	0	311	(2)	(2)	
10466000	Smallholdings Maintenance 2011/12	0	0	0	0	0	0	(18)	0	0	(18)	(18)	(18)	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	0	292	0	0	292	0	264	28	0	292	(28)	0	
11138000	Smallholdings - Decent Homes Standard 2012	0	508	0	0	508	0	429	79	0	508	(79)	0	
11139000	Rural Services Capital Maintenance 2012/13	0	942	0	0	942	0	701	98	0	799	(241)	(143)	Projects cancelled late in the year and now to be completed in 13/14. Due to late planning permission or approval for larger projects.
11140000	Rural Services Capital Maintenance 2013/14	0	0	789	0	789	0	0	922	0	922	0	133	Carry forward unallocated expenditure to 13/14 from 12/13 block header 11139000. Projects cancelled late in the year and now to be completed in 13/14.
11141000	Rural Services Capital Maintenance 2014/15	0	0	0	805	805	0	0	0	805	805	0	0	
11158000	Ilmington Wharf Farm - Demolish/Rebuild Bungalow	0	0	0	0	0	0	4	2	0	6	4	6	This project is part of block header (11139000).
11228000	Rural Services Capital Maintenance 2015/16	0	0	0	821	821	0	0	0	821	821	0	0	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Historic Schemes														
	Historic schemes	3,034	0	0	0	3,034	3,034	0	0	0	3,034	0	0	
		18,952	24,817	19,897	26,199	89,865	18,952	20,585	22,230	28,527	90,294	(4,232)	429	

## Performance Information April 2012 to March 2013

Physical Assets - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M06000	% of our retained operational property portfolio having optimum utilisation	83	90	90	★	90	★	
M06019	Value of savings equating to a 30% (£4,376k) reduction in the cost of non-school property by 2013/14 (£k)		1221	1041.4	▲	1041.4	▲	• £179,629.6 under recovery, to be met from Physical Assets
M06022	Capital receipts target (£m)		5.75	1.22	▲	1.22	▲	• Delayed disposals subject to planning and deferred sale of WCC HEP's (£2.736M balance payment payable Jan 2018) and deferred disposal of 2-22 Northgate St. Warwick (£1.75M payable July 2013. Total deferred £2.91M which would have provided a total receipt of £4.134M
M06023	Delivering a viable solution for Old Shire Hall and Corporate Catering	Yes	Yes	Yes	★	Yes	★	• Project plan in place and currently running to schedule. Procurement completed resulting in a compliant bid which has now been withdrawn. New project being initiated to deliver an alternative solution.
M06024	Delivering a viable solution for Fire Headquarters replacement	Yes	Yes	Yes	★	Yes	★	• Outline Business Case complete and Capital Approved by Members 5th Feb 13 for Fin Years 13-14-15-16

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Physical Assets Business Unit Risk Register



## Service Improvement and Change Management - Phil Evans

## 2012/13 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 & Planning	806	-	806	700	(106)	Higher than expected income levels in current year for Business Improvement project support, and part year impact of temporarily vacant posts.
Observatory	426	-	426	409	(17)	Net position following delays in planned expenditure offset by increased staffing costs due to temporary staffing arrangements.
Service Improvement and Change Management Admin	142	-	142	141	(1)	
Development and Support	733	-	733	525	(208)	Part year effect of vacant Development Officer and Administration Officer Posts, 2013/14 Savings target realised early, vacant posts due to secondments not backfilled, one-off payment for specific project work, and £72,000 Resources Development Fund previously earmarked for expenditure in 2012/13 not being incurred.
Corporate Programme Management Office	245	-	245	242	(3)	
Commercial Enterprise	164	1	165	132	(33)	Part year effect of vacant administrative post, lower than expected costs on substantive posts (including fixed period secondment to cover maternity).
<b>Net Service Spending</b>	<b>2,516</b>	<b>1</b>	<b>2,517</b>	<b>2,149</b>	<b>(368)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings	50	(50)	368	368	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>50</b>	<b>(50)</b>	<b>368</b>	<b>368</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	213	213	213	213	213	213	213	
CW-CL-14	Reduction in support services	15	15	32	15	32	32	32	
PPU-02	Generating income through charging for consultation activities	35	35	65	35	65	65	65	Economic downturn and budget cuts amongst public sector partners has led to a significant decrease in the market for the consultation services. Where work exists it is on a "low-cost/no-cost" basis. Service will meet this target through other savings activities.
	<b>Total</b>	<b>263</b>	<b>263</b>	<b>310</b>	<b>263</b>	<b>310</b>	<b>310</b>	<b>310</b>	
	<b>Target</b>		<b>263</b>		<b>310</b>	<b>310</b>		<b>310</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>47</b>	<b>0</b>		<b>0</b>	

## M Service Improvement

## Performance Information April 2012 to March 2013

SICM - Member Level Report Card								
	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Period Alert 31/03/2013	Progress to date
M07043	Going for Growth' is encapsulated into the Council's Planning Framework by February 2013		Yes	Yes		Yes		• For 2013/14, Going for Growth will be a key part of these arrangements and progress against the Going for Growth Measures will be reported alongside the Corporate Business Plan Measures.
M07044	Benefits Realisation: % of full business cases that have articulated measureable benefits		100	57		57		• Of 7 Business Cases presented to Corporate Board, it is the view of CPMO that of the Business Cases identified, measurable benefits have been articulated in 4/7 Business Cases. Further work is on-going to identify measurable benefits in the remaining cases.
M07045	Corporate Frameworks Review: New arrangements for each corporate Framework are implemented		Yes	Yes		Yes		• A Corporate Frameworks Programme Board has been established to oversee the review of 33 Corporate Frameworks. The reviews will deliver fit for purpose Corporate Frameworks to underpin the work of the Organisation. A prioritised schedule of review has been agreed and lead officers nominated. All reviews are proceeding to the timetable currently agreed with the Programme Board. The current status of the 33 reviews is: 13 completed, 13 progressing within agreed timescales, 7 to commence.
M07046	Corporate Enterprise post created		Yes	Yes		Yes		• Craig Cusack commenced in post
M07047	Progress against plan is achieved (Reconceptualise the Warwickshire Observatory and its governance arrangements)		Yes	No		No		• In SICM Business Plan 2013/14 for completion by September 2013.
M07041	% Increase in satisfaction with service provision (Transformation through Strategic Commissioning Programme)		5%	No data		No data		• There is a lag between the outcome of the review programme and being able to quantify increases in satisfaction, therefore no outturn actual is reported. CPMO are focusing on outcomes that meet customer need and are influencing service developments to improve access and CPMO are ensuring that customers are actively involved in the redesign of services., Whilst some Reviews have established their Business Cases, the full impact of those changes can't yet be fully measured. We will be working with HoS and RM to ensure that measures are put in place to monitor satisfaction with services following change and implementation of new models.
M07042	Number of Service Reviews delivering full business case to schedule		9	7		7		• The Strategic Commissioning Business Case and Business Management were originally included in the total. The no. of Business Cases that have been considered by Corporate Board have been counted, rather than the no. of Reviews. Some Reviews have multiple Business Cases, this was not known to be the case when the measure was originally set.

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Service Improvement and Change Management Business Unit Risk Register

## Sustainable Communities - Louise Wall

## 2012/13 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
Sustainable Communities Management	224	7	231	229	(2)	
Waste Management	18,180		18,180	17,349	(831)	Reduced tonnages have resulted in savings throughout the year on landfill although some of this has been offset by higher composting costs. Other initiatives implemented have also shown savings, such as Street Sweepings and alternate weekly collections in North of County.
Rural Services	368		368	331	(37)	
Country Parks	201		201	221	20	Weather has meant reduced footfall throughout the year which has affected income levels.
Forestry	115	(3)	112	108	(4)	
Gypsy & Traveller Services	7		7	(45)	(52)	Good levels of rental income and income from working arrangements with other authorities.
HS2	100		100	73	(27)	
Regeneration Projects & Funding	1,774	(297)	1,477	828	(649)	Allocation for Going for Growth projects to be delivered over future financial years and salary savings in Regeneration.
LEP Delivery Team	2,358	(1)	2,357	(680)	(3,037)	The majority of this underspend, £2.4m, relates to Rural Growth Network funding received from Government in 2012/13 but not earmarked for use until 2013/14 and future years. The RGN funding will form part of the carry forward requests. Allocation for Going for Growth Projects to be delivered over future financial years and short term salary savings make up the remaining underspend.
Service Transformation	21		21	4	(17)	
Asset Management	(358)	21	(337)	(585)	(248)	Increased income - good level of occupancy following marketing initiatives throughout the year.
Education Business Partnership	57		57	3	(54)	
Planning & Development Group	552	(1)	551	373	(178)	Short term one off salary savings and increased income.
<b>Net Service Spending</b>	<b>23,599</b>	<b>(274)</b>	<b>23,325</b>	<b>18,209</b>	<b>(5,116)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
General	2,028	(2,027)	5,016	5,017	Appendix U details the proposals for the use of the closing balance on reserves
Business Centres, including Building Maintenance Liabilities	300	(33)	50	317	
Development Group Realignment	200	(100)	50	150	
Growing Places Fund	946	(946)		0	
<b>Total</b>	<b>3,474</b>	<b>(3,106)</b>	<b>5,116</b>	<b>5,484</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12	801	985	801	985	985	801	985	
EE-ER-01 and 02	Rationalisation of Household Waste Recycling Centres (HWRCs) and Services	1,549	1,549	2,637	1,549	2,637	2,637	2,637	Actions are being implemented to deliver the savings and no further mitigating actions are required. Savings delivery is on target.
EE-ER-03 and 04	Rural Services : Review of rents and income generation	10	10	15	10	15	15	15	Based on previous year's trends this is believed to be sustainable. It will need to be carefully monitored in the long term. Income is down on last year's figures due to the weather but we are still within the targets set for 2012/13
EE-SC-01	Development of a new Local Enterprise Partnership	363	363	435	363	435	435	435	
EE-SC-02	Increase income from business property.	11	11	11	11	11	11	11	
EE-SC-03	Reduce costs and increase income from gypsy and	20	20	25	20	25	25	25	
EE-SC-04	Removal of County Planner post	0	0	51	0	51	51	51	
EE-SC-05	Education Business Partnership - agree exit strategy	0	0	50	0	50	50	50	
	<b>Total</b>	<b>2,754</b>	<b>2,938</b>	<b>4,025</b>	<b>2,938</b>	<b>4,209</b>	<b>4,025</b>	<b>4,209</b>	
	<b>Target</b>		<b>2,754</b>		<b>4,025</b>	<b>4,025</b>		<b>4,025</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(184)</b>		<b>1,087</b>	<b>(184)</b>		<b>(184)</b>	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Economic Development														
10081000	Building Sustainable Neighbourhoods	2,307	0	0	0	2,307	2,307	(2)	0	0	2,305	(2)	(2)	
10086000	Optima Centre, Nuneaton	7,638	0	56	0	7,694	7,638	0	56	0	7,694	0	0	
10154000	Centenary Business Centre Phase 3	0	0	0	0	0	0	(19)	19	0	0	(19)	0	
10202000	Masterplanning & Feasibility Small Scale Imps	0	0	80	0	80	0	0	80	0	80	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	54	0	640	586	0	54	0	640	0	0	
11208000	Rural Growth Network	0	0	250	0	250	0	0	250	0	250	0	0	
11212000	DECC Fuel Poverty Grant	0	0	0	0	0	0	17	360	0	377	17	377	Approved by Portfolio Holder 21/12/2012
Countryside														
10260000	Leam. To Rugby Disused Rlwy Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
10282000	Countryside Maince - Base Programme 2010/11	100	126	0	0	226	100	129	0	0	229	3	3	
10318000	Kenilworth Connect 2	0	364	0	0	364	0	325	39	0	364	(39)	0	
10376000	Pooley Country Park Regeneration	325	4	0	0	329	325	7	0	0	332	3	3	
10386000	Refurbishment Of Griff Gypsy & Traveller 'Settled' Site	566	166	0	0	732	566	3	0	0	569	(163)	(163)	This project is now complete and all charges against the project have been made. There is therefore an underspend by the variance amount.
10983000	Countryside Maince - Base Programme 2011/12	0	50	0	0	50	0	0	50	0	50	(50)	0	
11022000	Countryside Maince - Base Programme 2012/13	0	369	170	0	539	0	192	347	0	539	(177)	0	The Ryton Pools toilet and cafe refurbishment did not commence until later than anticipated and this has resulted in a slippage on spend for 2012/13. Only a small amount of preparatory work was undertaken.
11023000	Countryside Maince - Base Programme 2013/14	0	0	123	0	123	0	0	123	0	123	0	0	
11120000	Rural Services Capital Maintenance 2014/15	0	0	0	122	122	0	0	0	122	122	0	0	
11218000	Rural Services Capital Maintenance 2015/16	0	0	0	122	122	0	0	0	122	122	0	0	
Other														
10105000	Minor Works 2004/05	0	2	0	0	2	0	2	0	0	2	0	0	
11007000	Hartshill Sports Pavilion, S106 Contribution	6	64	0	0	70	6	64	0	0	70	0	0	
11121000	Development of Rural Broadband	0	210	1,191	2,096	3,497	0	133	1,334	2,096	3,563	(77)	66	A revenue contribution from Information Assets has been made to increase Warwickshire's contribution to the BD:UK project. This will enable Warwickshire to secure additional match funding from BD:UK
11155000	Growing Places Fund	0	0	0	0	0	0	0	0	0	0	0	0	
11172000	LPSA2 Affordable Housing	0	2,319	0	0	2,319	0	2,319	0	0	2,319	0	0	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	0	196	973	0	1,169	0	153	990	0	1,143	(43)	(26)	Planned revenue contributions of £74,000 to purchase JCB for new a Household Waste Recycling Centre at Lower House Farm and £78,000 for Scania Hook Lift has increased overall budget. £100,000 has been transferred to support Waste Strategy Implementation in the District Councils.
10224000	Waste Strategy Implementation - District Support	0	4	0	0	4	0	4	0	0	4	0	0	
10250000	Household Waste Recycling Centres Site Maintenance	792	34	0	0	826	792	30	4	0	826	(4)	0	
10350000	In-Vessel Composting Units For Schools	37	0	28	0	65	37	0	28	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	120	164	36	0	320	120	165	36	0	321	1	1	
10454000	Lower House Farm Waste Facility	2,205	5,315	0	0	7,520	2,205	3,047	2,268	0	7,520	(2,268)	0	This project was due to be completed in 2012/13 but was delayed in the final stages. Official opening is now in June 2013 and the final bills should all have been submitted by this time.

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11081000	Waste Infrastructure Support for District Councils	910	0	335	0	1,245	910	0	435	0	1,345	0	100	An additional £100,000 needed to support increased recycling in North Warwickshire Borough Council, through implementation of the Waste Strategy. This is funded from the Waste Strategy capital allocation.
11117000	HWRC Maintenance 2012/13	0	70	0	0	70	0	43	27	0	70	(27)	0	
11118000	HWRC Maintenance 2013/14	0	0	71	0	71	0	0	71	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	0	0	71	71	0	0	0	71	71	0	0	
11217000	HWRC Maintenance 2015/16	0	0	0	71	71	0	0	0	71	71	0	0	
	Historic Schemes	867	0	0	0	867	867	0	0	0	867	0	0	
		16,532	9,457	3,394	2,482	31,865	16,532	6,612	6,598	2,482	32,224	(2,845)	359	

## Performance Information April 2012 to March 2013

Sustainable Communities BUP							
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Value 31/03/2013	Progress to date
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region	6590	5800	8490	★	8490	Full year data 2011-12
M15002	The number employed in key target growth sectors of the sub-regional economy	139200	143000	140410	●	140410	This is the latest data from 2011 and will not be updated again until next year so this is year end actual. Although the target will not be achieved this still represents an improvement on the previous year which is creditable given the on-going business climate. It is encouraging that Warwickshire accounts for the growth areas whereas Coventry has experienced a decline.
M15003	Businesses reporting skills shortages - survey		33				Survey for last 2 quarters unavailable from Chamber of Commerce
M15004	% of businesses who feel that C&W is a good place to do business - survey		76				Survey for last 2 quarters unavailable from Chamber of Commerce
M15005	Occupancy rates at WCC Business Centres	78	85	86	★	86	
M15018	Number of jobs created within Warwickshire						Indicator only - non-targeted measure
M15019	Number of jobs created within the CWLEP area						Indicator only - non-targeted measure
M15020	% of businesses (located in Warwickshire) who think the area is either an "excellent" or "good" place to do						Survey for last 2 quarters unavailable from Chamber of Commerce
M15021	% of job vacancies within Warwickshire that are "hard to fill" (i.e. have not been filled after 8 weeks)		8	4.94	★	4.94	Last data release Nov 2012- data set discontinued by ONS until further notice
M15022	% of businesses (located in Warwickshire) who state that they are struggling to recruit due to skill shortages						Awaiting survey data
M15027	The number of individuals undertaking Apprenticeships in Warwickshire		3200	3800	★	3800	
M15028	The number employed in key target growth sectors of the Warwickshire economy		96000	95395	●	95395	This is the latest data available from 2011. The year end forecast is very close to target which, given the current economic climate, is a very good performance.
M15006	Total of all planning applications processed within target - %	71.2	70	61.4	▲	61.4	As reported at the end of quarter 3, we have seen a reduction in the number of planning applications received, which has brought about a reduction in the number of planning applications determined in quarter 4. Performance has been further hampered by applications remaining undetermined because they are subject to legal agreements. However, although we have missed our 70% target, we are still exceeding the Government target of 60%.
M15007	Highway Authority Applications responded to within the target of 21 days	85.6	80	79	●	79	The target has been missed and this is mainly due to much higher numbers of applications being responded to by fewer members of staff
M15008	% of planning applications where chargeable pre-application advice was given	15.2	15	14	●	14	Although the target has been missed, the number of requests for pre-application advice has been steady throughout the year, and was the same total number of requests as in 2011/12.
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	98	90	97	★	97	Pitch demand remains high as the WCC managed sites are perceived to be safe well managed places to reside.
M15023	Total number of planning applications received	66		70		70	Indicator only
M15024	Total number of cases where pre-application advice was given	10		10		10	Indicator only
M15025	Total number of Highway Authority consultations received	1622		1856		1856	The actual number of consultations received in 2010/11 was 1262, rising to 1622 in 2011/12. This year has seen a further 14% rise in application numbers.

N Sustainable Communities

Sustainable Communities BUP							
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Value 31/03/2013	Progress to date
M15026	Number of learners supported by the Camp Hill Opportunities Centre		154	150		150	The year end figure is a total that includes 20 learners that are attending the centre on more than one programme. The figure is below the original estimate as our retention rate has increased and because the support measures that the Opportunities Centre Staff implement enables the student to maintain regular attendance
M15000	Kg Residual household waste per household	542.82	485	492			Year end actuals will not be available until August / September. Although this estimate is to be close to target it will be missed, however the year end forecast represents an 8% improvement on the previous year's actual
M15010	% Household waste re-used, recycled & composted	48.64	54.72	54.8			Year end actuals will not be available until August / September. The reduction in recycling due to not as much green waste being produced during winter period. Expected to miss year end target but will still be more than 6% better than last year
M15011	The proportion of Municipal waste landfilled (%)	37.37	34.03	31.8			Year end actuals will not be available until August / September. Current contract commitments prevent further improvements in reducing the percentage of waste sent to landfill.
M15012	% of household waste that has been used to recover heat, power and other energy sources	15.28	17.27	14.8			Year end actuals will not be available until August / September. Commitments to Landfill contracts prevent more waste being sent to "Energy From Waste"
M15013	% recycling and composting performance at Household Waste recycling Centres		67.97	66.8			Year end actuals will not be available until August / September. Expected to be close to target, rate drops over winter period due to less green waste and recyclables
M15014	Country Parks Income (£000s)	740.68	700	716.48		716.48	A very pleasing achievement given the poor weather. In part due to less reliance on gate income, as part of total income.
M15015	Country Parks - visitor numbers (000s)	763.78	730	730		730	Year end actual figure includes visitor data from the new counter on Kenilworth Greenway.
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days	100	95	100		100	No significant Summer or Winter storms in 2012/13 and hence incoming issues all addressed to target.
M15017	Country Parks - Service Delivery	4	5	5		5	2012/13 target revised from 6 to 5 as one site is now under management by Warwickshire Wildlife Trust.

**Risk Information: Net Red Risks extracted from the Business Unit Risk Register**

There are no net red risks on the Sustainable Communities Business Unit Risk Register

## Localities and Community Safety - Mark Ryder

## 2012/13 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
Locality Working	2,187		2,187	2,050	(137)	The majority of this underspend is due to the 2013/14 saving target being delivered early as a result of restructuring / rationalisation of the service following the recent strategic commissioning review.
Community Safety	999		999	869	(130)	This was largely on project work in Community Safety, the delivery of which has been delayed as a result of temporary reduced capacity in the team.
Drug and Alcohol Action Team	337		337	337	0	
Youth Justice Service	1,417		1,417	1,395	(22)	
Partnerships (Including Partnerships And Locality Working Management)	608		608	436	(172)	The majority of this underspend is due to the 2013/14 saving target being delivered early as a result of restructuring / rationalisation of the service following the recent strategic commissioning review.
Heritage and Culture - Museums & Natural Environment	476		476	441	(35)	Early delivery of MTFP savings.
Heritage and Culture - Archives & Historic Environment	407		407	411	4	Small overspend on County Records Office.
Heritage and Culture - Communities, Economy, & Learning	349		349	404	55	Overspend on Archaeology Projects, and transitional costs associated with transformation workstreams.
Heritage and Culture - Heritage & Cultural Services Manager	410		410	147	(263)	Delay in delivering transformation projects due prioritisation of Strategic Commissioning Review and resubmission of Heritage Lottery Fund bid.
Trading Standards	1,445		1,445	1,322	(123)	Early delivery of MTFP savings across service and increased income from Calibration function
Emergency & Flood Risk Management	557		557	249	(308)	Early delivery of MTFP savings and lower than estimated spend on emergency centre (Emergency Management). Delays in finalising approach to flood management and delivery of schemes, A carry forward request for this will be made at outturn to allow for delivery of Flood Risk Management work in 2013/14.
Localities & Community Safety Management	334	(57)	277	272	(5)	
Communities Resources	959	(69)	890	509	(381)	These are primarily budgets that are demand-driven by the rest of the Communities Group. The underspend is spread across a number of areas including the Group's shared legal budget, group IT systems and Organisational Development.
Priority Families	(500)		(500)	(899)	(399)	The funding received in 2012/13 is to fund all three years of the Priorities Families Initiative. The timetable for implementing the project has been refined and a carry forward request has been made to allow for delivery of this projects in 2013/14 & 2014/15.
<b>Net Service Spending</b>	<b>9,985</b>	<b>(126)</b>	<b>9,859</b>	<b>7,943</b>	<b>(1,916)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
General*	1,815	(1,665)	1,445	1,595	Appendix U details the proposals for the use of the closing balance on reserves
DAAT Ring-fenced Reserves	171	(119)		52	
PPU Reserve*	11	(11)		(0)	
Museum Development Fund	229	0	3	232	
Museum Ethnographic Fund	18	0		18	
Records Purchase Fund	19	0		19	
Records Donations Fund	52	0	2	54	
Family Intervention Project	0	769		769	
Trading Standards	0	20	45	65	
Proceeds of Crime	0	11		11	
Community Safety Statutory Reviews	0	91		91	
Secure Remand Reserve	0	90	22	112	
Priority Families Initiative	0	500	399	899	
<b>Total</b>	<b>2,315</b>	<b>(313)</b>	<b>1,916</b>	<b>3,918</b>	

General\* - Opening balance as at 1 April 2012 adjusted for £70,000 transfer to Public Health Reserve

PPU Reserve\* - shown as Communities Group Savings in Outturn Report

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	495	495	495	495	495	495	495	
CW-CL-01	Restructure Community Safety and Localities management and teams	37	37	117	117	117	117	117	
CW-CL-08	Reconfiguration of Locality arrangements	0	0	150	0	150	150	150	
CW-CL-07	Anti-Social Behaviour Police Community Support Officers	77	77	77	77	77	77	77	
CW-CL-10	DAAT Commissioning	34	34	34	34	34	34	34	
CW-CL-13	Reshaping the approach to the Voluntary & Community Sector & Community Grants	278	278	278	278	278	278	278	
EE-ER-05	Savings in staffing in customers and communications	6	6	19	6	19	19	19	
EE-HC-04	County Records Office On-Line development	10	10	10	10	10	10	10	
EE-HC-05	Transformation of Heritage and Cultural Services	35	35	216	180	216	216	216	
EE-TS-01	Develop a sub-regional Emergency Management function	15	15	57	53	57	57	57	
EE-TS-02 to 04	Reduce Trading Standards pro-active work, front-line enforcement and support for vulnerable consumers.	125	125	247	178	247	247	247	
EE-TS-05	Reduce Trading Standards support service and management	74	74	87	74	87	87	87	
<b>Total</b>		<b>1,186</b>	<b>1,186</b>	<b>1,787</b>	<b>1,502</b>	<b>1,787</b>	<b>1,787</b>	<b>1,787</b>	
<b>Target</b>			<b>1,186</b>		<b>1,787</b>	<b>1,787</b>		<b>1,787</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>0</b>		<b>285</b>	<b>0</b>		<b>0</b>	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10623000	County Records Office Service - Digital Asset Management	26	10	14	0	50	26	13	12	0	51	3	1	
10937000	St.Johns - outdoor spaces - improv. cust. exp.	33	18	0	0	51	33	0	18	0	51	(18)	0	
11185000	George Eliot Hospital SARC	0	400	0	0	400	0	389	11	0	400	(11)	0	
	Historic Schemes	296	0	0	0	296	296	0	0	0	296	0	0	
		<b>354</b>	<b>428</b>	<b>14</b>	<b>0</b>	<b>796</b>	<b>354</b>	<b>402</b>	<b>41</b>	<b>0</b>	<b>797</b>	<b>(26)</b>	<b>1</b>	



## Performance Information April 2012 to March 2013

Localities & Community Safety: All Measures						
Ref	Measure	2011/12 Year End Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013 Comments
M13001	Incidence of serious acquisitive crimes per 1,000 population	12.8	12.79	11.05		11.05 There have been 6041 incidents and overall this represents a reduction (improvement) of 13.7% on the previous year.
M13002	Incidence of serious violent crimes per 1,000 population	5.38	5.37	4.77		4.77 There have been 2608 incidents against a target of 2885. This is a reduction (improvement) of 9.5 % on the previous year.
M13003	Incidence of anti-social behaviour (number)	21725	21724	20164		20164 This is a 7.2% reduction (improvement) on the previous year.
M13004	Rate of alcohol related hospital admissions per 100,000 population	1681	1680	1722		1722 There is a time delay with this indicator as the data is provided to us by the North West Public Health Observatory. Following a previous annual reduction a 2012/13 target to reduce the rate of admissions was agreed by the Drugs and Alcohol Management Group. Previously the target had been to slow the rate of increase (Rates have doubled in 10 years). However, at Q2 the provisional rates, if maintained would translate to 1722 at year end. This masks increases and reductions at individual at district and borough levels. This rise is higher than the England average but lower than West Midlands.
M13005	Adult drug users successfully exiting treatment (%)		20	15		15 Q3 figures show 7.3% of opiate users and 32.8% of non-opiate users successfully completing treatment. Initiatives designed to increase successful completions and reduce re-presentations were put in place during Q2, and it is hoped that this activity will start to be reflected in the performance data by year end.
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)		80	58		58 Contract runs from 1st Dec to 30th November. The increase in % targets met compared to previous years is positive. The remaining targets are principally related to 'numbers in service'. These should be seen in the context of a new service reviewing and rebuilding the client base and changing drug use patterns.
M13007	% Community Safety action plan interventions completed	80	80	93		93
M13008	% actions in Violence Against Women & Girls Action Plan achieved	75	75			The new VAWG strategy is in development, currently developing mechanisms to oversee delivery of plan outcomes. Substantial activity in areas of providing support to victims of domestic violence and abuse and the beginnings of a prevention strategy.
M13009	First time entrants to the youth justice system	248	247	202		202 During the 2012/13 financial year, there has been a further 19.52% reduction in the number of first time entrants entering the criminal justice system.
M13010	% actions in the Child Poverty Action Plan achieved	38				Child Poverty Plan to be refreshed
M13011	Rate of proven re-offending by young offenders	0.7	0.69	0.71		0.71 Data for Warwickshire demonstrates improvement since 2005; the number of offences committed (1.11 - 0.71 pp). Although there is a slight deterioration on last quarter's performance, Warwickshire continues to outperform the National average, West Midlands region and its YOT family group.
M13021	Total number of households in No Rogue Trader Zones	8278		8584		8584 Non-targeted measure
M13030	% of businesses giving positive response to satisfaction surveys					100 Non-targeted measure. Figures are for April to February only - March figures not yet received
M13032	Number of households and business premises no longer in significant local flood risk areas		300			
M13024	Number of interactions with school aged children	30973	28000	23534		23534 This figure is below target due to a management team decision not to include our Key Arts Client stats which we had originally thought we would do. If we were to include these they would put us massively over the target and, as their events are not directly run by us, it is not a direct interaction with the Heritage and Culture Warwickshire team
M13000	% of people who feel they can influence decisions in their local area	33.9				Former Place Survey measure - not currently measured
M13025	% satisfaction rate relating to community forums		80	77		77 source - community forum annual survey
M13026	% actions in locality plans achieved		80			Not reported - covered by M13027
M13027	% actions agreed at Community Forums completed or on track		70	81		81
M13028	% County residents volunteering once a month		28			Not currently measured
M14000	Transfer of Public Health Function	Yes	Yes	Yes		Yes Now Public Health responsibility
M14003	Successful establishment & operation of the Health & Wellbeing Board		Yes	Yes		Yes Now Public Health responsibility
M14004	Establishment of Local Healthwatch Function		Yes	Yes		Yes Now Public Health responsibility
M14005	% Delivery of the County Council's new & continuing duties to improve public health		100			Now Public Health responsibility
M14006	% of WCC services committing to deliver the public health agenda through their service priorities where able		100			Not really applicable until 2013/14

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Localities and Community Safety Business Unit Risk Register

## Transport and Highways - Graeme Fitton

## 2012/13 Revenue Budget

Service	Agreed Budget £'000	Other Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Highways Management	619	40	659	636	(23)	
Road Safety and Traffic Projects	996	60	1,056	377	(679)	An increased surplus on speed awareness workshops accounts for £322,000 of this underspend. The remainder is primarily due to small underspends across various areas of Road Safety and Traffic Projects, particularly on Road Safety Engineering and Cycle Training where increased income has resulted in a small surplus.
Transport Planning	1,186		1,186	876	(310)	The service received more income than expected from search fees and was also able to release a provision for search fee costs which is no longer needed (£95,000). £33,000 which was planned to use towards capital projects was not needed this year, and is planned to be carried forward to 2013/14. The Transport Development Fund underspent by £67,000 mostly due to underspends on the Sustainable Transport "Smarter Choices" programme, where funding will be carried forward for the Aylesford to Woodloes cycle scheme
Civil Parking Enforcement	(872)	98	(774)	(433)	341	Gross income for Civil Parking Enforcement is £3.123 million and the service missed its income target by £341,000. The income targets set are known to be challenging, but proposals to change the way CPE is managed, which have come out of the Strategic Commissioning Review, are expected not only to bridge this gap, but to deliver additional savings over and above the current target.
Stratford Park & Ride	136		136	94	(42)	A £77,000 rebate of business rates has led to an underspend on this budget. If the overall budget position for Transport & Highways permits at the year end it will be proposed that this windfall be used to pay off part of the self financed prudential borrowing for the scheme.
Network Performance	(62)		(62)	(294)	(232)	A significant surplus of income from fines levied on public utilities in breach of agreed standards on highway works.
County Highways	15,102	16	15,118	15,216	98	The increased expenditure is largely as a result of increased cost of Winter Maintenance and road treatment due to the adverse conditions in the first quarter of 2013.
Countryside Access	297		297	297	0	
Design Services	400		400	367	(33)	
Design Services General Functions	230		230	230	0	
Bridge Maintenance	723		723	706	(17)	
County Fleet Maintenance	(247)		(247)	(424)	(177)	The trading surplus of County Fleet Maintenance has been higher than expected.
Transport Operations	2,348		2,348	2,255	(93)	This relates to a minor underspend on Fleet Management due to vacancies not filled until early 2013/14
Concessionary Travel	7,367		7,367	6,874	(493)	This underspend is caused by a reduction in the level of reimbursement to the bus operators, in part due to the poor Summer along with a lower than expected take up of bus pass renewals.
Contribution to repay Business Unit's own capital debt	0		0	870	870	Part of the underlying underspend will be used to fund capital projects and repay borrowing which had been taken out to pay for capital spending, such as street lighting infrastructure and new pool car vehicles. This will save the Business Unit money in the future by reducing the interest on repayments.
<b>Net Service Spending</b>	<b>28,223</b>	<b>214</b>	<b>28,437</b>	<b>27,647</b>	<b>(790)</b>	

## General Comments on Forecast Outturn

It is planned to use the overall underspend to repay self-financed borrowing and therefore reduce the future debt charges to Transport and Highways.

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
General	898	(898)	292	292	The effect of outturn is limited to the amount requested as carry forwards. The remainder of the under spend has been used to repay the Business Unit's capital debt. Appendix U details more fully the proposals for the use of the closing balance on reserves
Speed Workshops	1,345	(188)	71	1,228	
Kenilworth Station	218	(30)	0	188	
County Fleet Management	231	(56)	65	240	
Design Services	119	(115)	50	54	
Recharges to Peoples Group	279	(279)	0	0	
Concessionary Travel	150	(150)	312	312	
<b>Total</b>	<b>3,240</b>	<b>(1,716)</b>	<b>790</b>	<b>2,314</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	3,181	3,181	3,181	3,181	3,181	3,181	3,181	
EE-TW-01	Stop all bespoke community transport other than flexi bus	84	84	84	84	84	84	84	
EE-TW-03	Stop all survey work to collect traffic data	188	188	188	188	188	188	188	
EE-TW-08	Street Light switch-off / trimming	0	0	500	0	500	500	500	
EE-TW-10 & 15	Scaling back of Countryside Access activities	175	175	175	175	175	175	175	
EE-TW-13	Stratford Park and Ride	20	20	40	20	20	40	40	
EE-TW-14	Term maintenance contract savings	0	0	600	0	600	600	600	
	Total	3,648	3,648	4,768	3,648	4,748	4,768	4,768	
	Target		3,648		4,768	4,768		4,768	
	Remaining Shortfall/(Over Achievement)		0		1,120	20		0	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years	2012/13	2013/14	2014/15 & Later	Total	Earlier Years	2012/13	2013/14	2014/15 & Later	Total	2012/13	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Major Projects</b>														
10076000	Nuneaton Major Project	6,309	0	113	0	6,422	6,309	0	113	0	6,422	0	0	
10144000	A429 Barford By-Pass	10,635	30	25	0	10,690	10,635	37	27	0	10,699	7	9	
10203000	Rugby Western Relief Road	58,069	355	1,474	597	60,495	58,069	211	1,619	597	60,496	(144)	1	Land payments expected to fall in 2012/13 have been delayed to a future financial year.
10362000	Kenilworth Station	1,638	0	1,000	1,638	4,276	1,638	120	1,000	1,638	4,396	120	120	Kenilworth Station Design costs funded from revenue to maximise corporate resources available to deliver the project.
10366000	Stratford-upon-Avon Local Sustainable Transport Project	674	4,453	1,428	0	6,555	674	3,508	2,381	0	6,563	(945)	8	Works delivered in 2012/13 cost less than expected with expenditure instead expected to fall in 2013/14. This does not affect the expected opening date for the station.
10981000	NUCKLE	670	600	487	1,000	2,757	670	449	638	1,000	2,757	(151)	0	The expenditure on this project is based on reimbursement of expenditure incurred by Coventry City Council. Coventry have spent less than expected in 2012/13.
<b>Structural Maintenance of Roads</b>														
10130000	Structural Maintenance Of Roads 2005/06	15	0	0	0	15	15	0	0	0	15	0	0	
10157000	Structural Maintenance Of Roads 2006/07	1	0	0	0	1	1	0	0	0	1	0	0	
10166000	B4455 Fosse Way	46	0	0	0	46	46	0	0	0	46	0	0	
10196000	Highways Maintenance Improvement and Safety 07/08-Nuneaton and Bedworth Area Committee	347	0	0	0	347	347	0	0	0	347	0	0	
10197000	Highways Maintenance Improvement and Safety 07/08-North Warwickshire Area Committee	355	0	0	0	355	355	0	0	0	355	0	0	
10199000	Highways Maintenance Improvement and Safety 07/08-Rugby Area Committee	290	103	0	0	393	290	0	103	0	393	(103)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	10	18	0	0	28	10	0	18	0	28	(18)	0	
10261000	Highways Maintenance Improvement and Safety 08/09-Nuneaton and Bedworth Area Committee	404	30	0	0	434	404	24	7	0	435	(6)	1	
10279000	Highways Maintenance Improvement and Safety 08/09-North Warwickshire Area Committee	341	17	0	0	358	341	0	17	0	358	(17)	0	
10289000	Highways Maintenance Improvement and Safety 08/09-Warwick Area Committee	354	28	0	0	382	354	0	28	0	382	(28)	0	

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	2012/13 £'000	Total £'000	
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	1	33	0	0	34	1	0	33	0	34	(33)	0	
10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	2	33	0	0	35	2	13	19	0	34	(20)	(1)	
10373000	Long Marston, B4632 Campden Rd	0	0	0	0	0	0	14	0	0	14	14	14	
10390000	Highways Maintenance Improvement and Safety 09/10 Stratford on Avon Area Committee	308	3	0	0	311	308	1	3	0	312	(2)	1	
10395000	Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area Committee	1	38	0	0	39	1	1	37	0	39	(37)	0	
10407000	Highways Maintenance - Improvement and Safety 2009/10 - Nun and Bedworth Area Committee	5	0	0	0	5	5	(2)	0	0	3	(2)	(2)	
10412000	Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee	273	79	0	0	352	273	55	24	0	352	(24)	0	
10415000	Highways Maintenance Improvement and Safety 09/10- North Warwickshire Area Committee	349	0	0	0	349	349	2	0	0	351	2	2	
10460000	Hwys Maint/Road Safety 2012/13 N Warks Area Com	0	346	117	0	463	0	195	267	0	462	(151)	(1)	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10461000	Hwys Maint/Road Safety 2012/13 Warwick Area Com	0	400	0	0	400	0	320	80	0	400	(80)	0	
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	379	78	0	0	457	379	12	64	0	455	(66)	(2)	
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	282	118	0	0	400	282	(2)	120	0	400	(120)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	338	40	0	0	378	338	4	37	0	379	(36)	1	
10470000	Hwys Maint/Road Safety 2012/13 Stratford Area Com	0	416	0	0	416	0	275	141	0	416	(141)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10471000	Highways Maint/Road Safety 2010/11 Rugby Area Committee	351	30	0	0	381	351	46	0	0	397	16	16	
10473000	Highways Maint/Road Safety 2010/11 Warwick Area Committee	389	14	0	0	403	389	1	14	0	404	(13)	1	
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	276	124	0	0	400	276	59	65	0	400	(65)	0	
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10480000	Hwys Maint/Road Safety 2012/13 Rugby Area Com	0	400	0	0	400	0	272	113	0	385	(128)	(15)	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	275	207	12	0	494	275	66	153	0	494	(141)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	281	131	0	0	412	281	34	98	0	413	(97)	1	

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	2012/13 £'000	Total £'000	
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	273	127	0	0	400	273	(14)	141	0	400	(141)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10489000	Hwys Maint/Road Safety 2012/13 Nun & Bed Area Com	0	400	0	0	400	0	216	184	0	400	(184)	0	The value of work committed and delivered in 2012/13 on Area Committee Works was lower than anticipated at Quarter 3. The variance relates to a number of smaller amounts of slippage on schemes within this block allocation.
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	0	0	400	0	400	0	0	400	0	400	0	0	
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	437	2	0	0	439	437	1	1	0	439	(1)	0	
10984000	Structural Maintenance of Carriageways North	2,328	0	0	0	2,328	2,328	122	0	0	2,450	122	122	The final cost of works delivered in 2011/12 has proved higher than anticipated when the previous year's accounts were closed. Variations are absorbed by the 2012/13 maintenance allocation.
10985000	Structural Maintenance of Carriageways South	3,372	0	0	0	3,372	3,372	36	0	0	3,408	36	36	The final cost of works delivered in 2011/12 has proved higher than anticipated when the previous year's accounts were closed. Variations are absorbed by the 2012/13 maintenance allocation.
10986000	Structural Maintenance of Footways North	601	0	0	0	601	601	54	0	0	655	54	54	The final cost of works delivered in 2011/12 has proved higher than anticipated when the previous year's accounts were closed. Variations are absorbed by the 2012/13 maintenance allocation.
10987000	Structural Maintenance of Footways South	418	0	0	0	418	418	(17)	0	0	401	(17)	(17)	
10988000	Surface Dressing - North	907	0	0	0	907	907	(9)	0	0	898	(9)	(9)	
10989000	Surface Dressing - South	1,124	0	0	0	1,124	1,124	4	0	0	1,128	4	4	
10990000	Slurry Sealing North	295	0	0	0	295	295	2	0	0	297	2	2	
10991000	Slurry Sealing South	279	0	0	0	279	279	(4)	0	0	275	(4)	(4)	
10994000	Patching Surface Dressing - North	232	0	0	0	232	232	(12)	0	0	220	(12)	(12)	
10995000	Patching Surface Dressing - South	560	0	0	0	560	560	(20)	0	0	540	(20)	(20)	
10996000	Patching Carriageways Structural - North	600	0	0	0	600	600	10	0	0	610	10	10	
10997000	Patching Carriageways Structural - South	491	0	0	0	491	491	(7)	0	0	484	(7)	(7)	
10998000	Road Markings Surface Dressing North	96	0	0	0	96	96	(5)	0	0	91	(5)	(5)	
10999000	Road Markings Surface Dressing South	217	0	0	0	217	217	(13)	0	0	204	(13)	(13)	
11002000	Road Markings Micro Asphalt North	17	0	0	0	17	17	(7)	0	0	10	(7)	(7)	
11003000	Road Markings Micro Asphalt South	10	0	0	0	10	10	(1)	0	0	9	(1)	(1)	
11018000	Highways Structural Maintenance 2013/14	0	0	16,326	0	16,326	0	0	16,326	0	16,326	0	0	
11060000	Renewal Of Vehicle Activated Signs	0	20	0	0	20	0	6	14	0	20	(14)	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	0	20	80	0	100	0	26	74	0	100	6	0	
11129000	Highways Maintenance 2014/15	0	0	0	16,779	16,779	0	0	0	16,779	16,779	0	0	
11130000	Area committee delegated budgets 2014/15	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11170000	Highways Maintenance 2012/2013 North and South	0	12,164	0	0	12,164	0	11,838	294	0	12,132	(326)	(32)	The variance in 2012/13 relates to adverse weather delaying the delivery of works.
11191000	Earlswood Crossroads realignment of a junction	0	180	0	0	180	0	44	76	0	120	(136)	(60)	Project delayed due to diversion of services and tree works.
11219000	Highways Structural Maintenance 2015/16	0			15,000	15,000	0	0	0	15,000	15,000	0	0	
<b>Structural Maintenance of Bridges</b>														
10281000	Structural Maintenance Of Bridges 2008/09	26	0	0	0	26	26	15	0	0	41	15	15	
10413000	Structural Maintenance Of Bridges 2009/10	112	0	0	0	112	112	21	0	0	133	21	21	Residual costs on earlier years bridge maintenance schemes. This will be absorbed within the 2012/13 allocation for bridge maintenance.
10421000	Portobello Bridge	353	102	1,055	0	1,510	353	102	1,605	0	2,060	0	550	Budget merged with project 11189000 as both allocations for Portobello Bridge are now being managed as a single project.

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	2012/13 £'000	Total £'000	
10452000	Spernal Bridge	2	0	0	0	2	2	3	0	0	5	3	3	
10977000	Minor Bridge Maintenance Schemes 2011/12	667	326	0	0	993	667	158	0	0	825	(168)	(168)	Expenditure on bridge maintenance has been less than anticipated during 2012/13 due to a combination of poor weather and delays to the commencement of some projects.
11171000	Minor Bridge Maintenance Schemes 2012/13	0	1,113	0	0	1,113	0	925	0	0	925	(188)	(188)	Expenditure on bridge maintenance has been less than anticipated during 2012/13 due to a combination of poor weather and delays to the commencement of some projects.
11189000	Portebello Bridge south footway extension	0	0	550	0	550	0	0	0	0	0	0	(550)	Budget merged with project 10421000 as both allocations for Portobello Bridge are now being managed as a single project.
<b>Integrated Transport</b>														
10192000	Safety Camera Funded Schemes	1,028	192	0	0	1,220	1,028	131	100	200	1,459	(61)	239	This estimate has been increased to create a revenue-funded renewals allocation to prevent unplanned capitalisation in a future financial year.
10198000	Minor Casualty Reduction Schemes 2007/08	21	23	0	0	44	21	17	6	0	44	(6)	0	
10280000	Minor Signalised Crossings Schemes 2009/10	2	0	0	0	2	2	4	0	0	6	4	4	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	0	7	0	7	(7)	0	
10302000	Minor Casualty Reduction Schemes 2008/09	11	0	0	0	11	11	1	0	0	12	1	1	
10313000	Stratford Waterside/Southern Lane	46	0	0	0	46	46	1	0	0	47	1	1	
10324000	Lawford Lane Cycle Route	0	90	155	0	245	0	24	382	0	406	(66)	161	£161,000 has been secured from the government's Cycle Safety Fund towards an extension of the Lawford Road cycle scheme from where it currently is proposed to end on the outskirts of Rugby to the town centre.
10335000	Variable Message Signs For Car Parking In Rugby	0	2	0	0	2	0	0	2	0	2	(2)	0	
10365000	Rugby Town Centre Improvements	25	0	0	0	25	25	1	0	0	26	1	1	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	0	132	132	0	0	0	132	132	0	0	
10428000	Aylesford School - Woodloes Park Cycle Route Phase 3	0	0	96	0	96	0	0	0	0	0	0	(96)	
10434000	North West Warwick Cycle Scheme	0	0	49	0	49	0	0	610	0	610	0	561	The previous estimate was for the route between Saltisford and Cape Road only. Now that we have secured external funding from the DfT's Communities Linking Places scheme, we will be able to extend the scope of the scheme to complete the full route between Saltisford and the Primrose Hill roundabout. The increased estimate allows for this additional work, which includes a new Toucan crossing on Cape Road and a new canal bridge on Lock Lane. £151,000 of the works on the new canal bridge will be funded from the budget for Bridge Maintenance.
10459000	Casualty Reduction Schemes 2010/11	85	19	0	0	104	85	0	19	0	104	(19)	0	
10515000	Nuneaton, Bracebridge Road Area One Way System	49	32	0	0	81	49	34	0	0	83	2	2	
10540000	Nuneaton, Queens Road Phase 1	64	0	28	0	92	64	0	28	0	92	0	0	
10978000	Safety Engineering Schemes under £100,000	29	144	0	0	173	29	22	12	0	63	(122)	(110)	Budget was transferred from this block allocation in 2012/13 to project 11098000, below.
10980000	M40 Junction 14	4	300	1,650	46	2,000	4	206	1,744	46	2,000	(94)	0	
11080000	Minor Integrated Revenue Funded 2011/12	38	125	0	0	163	38	62	63	0	163	(63)	0	
11098000	A426 Stockton to Southam Two Safety Cameras	4	90	0	0	94	4	146	53	0	203	56	109	An additional scheme for speed limit works has been included within this project, costing £40,000 to date. The remaining variance relates to increased costs of camera installation work. Both elements of the project are funded from the allocation for Casualty Reduction schemes.
11100000	Footbridge at Stratford Town Station	0	120	1,140	0	1,260	0	73	1,187	0	1,260	(47)	0	

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	2012/13 £'000	Total £'000	
11126000	Casualty Reduction Schemes 2012/13	0	170	0	0	170	0	91	139	0	230	(79)	60	The forecast on project 11191000 has been reduced and surplus funds returned to this block allocation for reallocation to other schemes.
11127000	Casualty Reduction Schemes 2013/14	0	0	350	0	350	0	0	350	0	350	0	0	
11128000	Casualty Reduction Schemes 2014/15	0	0	0	350	350	0	0	0	350	350	0	0	
11192000	Access to Stations - Warwick	0	5	78	27	110	0	0	83	27	110	(5)	0	
11193000	Access to Stations - Leamington	0	10	70	95	175	0	15	20	95	130	5	(45)	
11216000	Upgrading Traffic Signal Junctions and Pedestrian Crossings	0	0	0	0	0	0	204	0	0	204	204	204	New allocation approved by Portfolio Holder for Finance, Improvement and IT on 30 January 2013.
11221000	M40 Junction 12	0	0	100	2,900	3,000	0	0	100	2,900	3,000	0	0	
11222000	Improvements for Pedestrians in Rugby Town Centre	0	0	180	366	546	0	0	180	366	546	0	0	
<b>Developer Funded Schemes</b>														
10001000	Minor Developer Schemes 2009/2010	208	0	0	0	208	208	13	0	0	221	13	13	This allocation is included to cover a number of minor developer funded schemes. The budget is included as an estimate and so is likely to change depending on the number and value of schemes included. All additional costs are funded from developer contributions.
10132000	Minor Developer Schemes Under £100K	1	83	0	0	84	1	110	0	0	111	27	27	
10164000	Shipston, Tilemans Lane - Traffic Calming	61	0	0	0	61	61	5	0	0	66	5	5	
10191000	Minor Developer Schemes 2006/2007	16	0	0	0	16	16	9	0	0	25	9	9	Residual costs on prior-year schemes funded from developer contributions.
10257000	South west Warwickshire Fisher Brook Flood Alleviation	1	975	0	0	976	1	853	122	0	976	(122)	0	Expenditure on project in 2012/13 has been less than anticipated, largely due to reduced costs. The total budget will be reviewed in full at quarter 1 2013/14.
10332000	Rugby, Mill Rd (Key Property Investments No 2)	599	0	0	0	599	599	5	0	0	604	5	5	
10338000	Ryton, A423 Prologis Park Development Roundabout For Access	18	859	0	0	877	18	964	19	0	1,001	105	124	Additional costs due to diversion of services and associated works, funded by the developer under a s278 agreement.
10372000	Kingsbury, Kingsbury Mill Footway and Carriageway	68	0	0	0	68	68	2	0	0	70	2	2	
10382000	Warwick Town Centre Traffic Management	381	449	0	0	830	381	460	0	0	841	11	11	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	4	107	0	0	111	4	0	107	0	111	(107)	0	Scheme did not start on site in 2012/13. We operate to the developer's timetable on the commencement of s.278 funded schemes.
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	397	0	401	4	0	397	0	401	0	0	
10446000	Rugby, A426 Leicester Rd	5	0	1,961	0	1,966	5	0	1,961	0	1,966	0	0	
10519000	Nuneaton, B4114 New Signalised Junction Tuttle Hill (Redrow)	423	8	0	0	431	423	3	5	0	431	(5)	0	
10907000	Southam, Leamington Road Signalised Pedestrian Crossing (Tesco)	113	32	0	0	145	113	8	24	0	145	(24)	0	
10930000	Stratford, Guild St - College House Development	286	1	0	0	287	286	0	0	0	286	(1)	(1)	
10931000	Access To Guide Dog Breeding Centre – Bishops Tachbrook	156	2	0	0	158	156	0	2	0	158	(2)	0	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	2	65	0	0	67	2	54	12	0	68	(11)	1	
11061000	Bedworth George Street Ringway Tesco S278	1,129	68	0	0	1,197	1,129	293	0	0	1,422	225	225	The scheme is now complete but costs exceeded the previous forecast due to additional works and diversion of services needed. The increased cost is funded by the developer under the s.278 agreement.
11079000	Former Cattle Market Site in Stratford	0	250	820	0	1,070	0	6	1,064	0	1,070	(244)	0	Scheme did not start on site in 2012/13. We operate to the developer's timetable on the commencement of s.278 funded schemes.
11085000	Minor Developer Schemes 2011/12	3	250	0	0	253	3	202	48	0	253	(48)	0	
11093000	A3400 Shipston Road - Waitrose	2	954	0	0	956	2	1,147	15	0	1,164	193	208	Additional works needed to complete scheme, funded by the developer under a s.278 agreement.
11094000	Back Lane Long Lawford	0	256	0	0	256	0	174	82	0	256	(82)	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	175	677	0	0	852	175	581	96	0	852	(96)	0	

Agresso Project Code	Description	Approved Budget at Q3					2012/13 Actual and Future Years Forecast					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	Earlier Years £'000	2012/13 £'000	2013/14 £'000	2014/15 & Later £'000	Total £'000	2012/13 £'000	Total £'000	
11186000	New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston	0	605	210	0	815	0	163	652	0	815	(442)	0	Scheme delayed due to diversion of services.
11187000	Access and Puffin Crossing Morrisons Supermarket Bham Road Coleshill	0	140	0	0	140	0	125	15	0	140	(15)	0	Additional works needed to complete scheme, funded by the developer under a s.278 agreement.
11188000	Changes to Leicester Rd/Brownsover Rd roundabout	0	483	0	0	483	0	276	208	0	484	(207)	1	Commencement of this scheme has been delayed pending completion of the s.278 agreement.
11194000	Minor Developer Funded Schemes 2013/14	0	0	250	0	250	0	0	250	0	250	0	0	
11195000	Minor Developer Funded Schemes 2014/15	0	0	0	250	250	0	0	0	250	250	0	0	
11196000	Minor Developer Funded Schemes 2015/16	0	0	0	250	250	0	0	0	250	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	0	3,565	785	0	4,350	0	3,839	788	0	4,627	274	277	Additional works needed to complete scheme, partly due to diversion of services, funded by the developer under a s.278 agreement.
11215000	Gating Order on Faraday Avenue , Coleshill	0	0	0	0	0	0	1	0	0	1	1	1	
<b>Community Safety, Public Transport and Other</b>														
10021000	Passenger Information Projects	0	0	45	0	45	0	0	45	0	45	0	0	
10982000	Street Lighting Electricity And Co2 Reduction (Self-Financed)	595	1,045	0	0	1,640	595	1,004	41	0	1,640	(41)	0	
11123000	Street Lighting Column Replacement 2012/2013	0	1,291	0	0	1,291	0	1,365	0	0	1,365	74	74	Additional column replacement work funded from the 2012/13 allocation. This will be absorbed within the 2013/14 allocation for column replacement and was funded in 2012/13 from the overall underspend on structural maintenance of roads and bridges.
11124000	Street Lighting Column Replacement 2013/2014	0	0	511	0	511	0	0	511	0	511	0	0	
11125000	Street Lighting Column Replacement 2014/2015	0	0	0	510	510	0	0	0	510	510	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	0	0	510	510	0	0	0	510	510	0	0	
<b>Historic Schemes</b>														
	Historic Schemes	23,936				23,936	23,936				23,936			
		126,675	36,072	33,542	42,450	238,739	126,675	31,883	39,483	42,650	240,691	(4,189)	1,952	



## Performance Information April 2012 to March 2013

Transport & Highways BUP							
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Actual 31/03/2013	Progress to date
M16000	WCC cost per passenger journey on County Council supported bus services.	0.82	0.78	0.76		0.76	Actual passenger journeys for Q4 not yet available from some operators. In these cases Q3 have been repeated for Q4
M16001	Transport Operations - bus service cost per head of population	3.64		3.84		3.84	Indicator only
M16002	Length of Highway network where surface treatment is planned	246.85	249.9	210.7		210.7	Despite the very poor weather 84% of the highways maintenance programme has been achieved
M16003	Length of highway network where maintenance is needed	757.8					Indicator only
M16005	Transport Operations - Concessionary Transport – % take up of passes by those eligible by their age	73.05	74.8	70.5		70.5	The increase in take-up of passes is counterbalanced by the effect of removing obsolete records from the database, such as duplicate records, passholders who have moved and not advised us, deceased passholders, and passholders who no longer need their passes. This is likely to be a one-off effect as we validate the data which we inherited from the Districts, in the run up to the bulk renewals in March 2013.
M16006	Transport Operations - Special educational needs transport - cost per passenger journey	9.37	11.2	10.81		10.81	
M16007	Transport Operations - Mainstream school transport, cost per passenger journey	2.12	2.05	2.21		2.21	Increase due to fewer travellers - 16/19 students for whom WCC maintains capacity in the network to enable them to reach schools/colleges
M16008	Average bridge condition indicator	90.63	91	90.16		90.16	The figure is very slightly lower than the previous values but these were calculated before a complete set of results were available. The latest figure is based on a full inspection of the bridge stock within the past year. The figure is slightly below the target as a limited number of remedial schemes have been completed in the past year.
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)	100	100	86		86	The underspend is as a result of Developer funded schemes being delayed by the developer, the poor weather experienced affecting programmes such as that covered by M16002 and major schemes being delivered below budget. It is proposed that the unspent funding be carried forward to be spent in 2013-14.
M16004	Number of people killed or seriously injured (KSI) on our roads	313	293	299		299	The number of road users killed or seriously injured in Warwickshire fell to 299 in 2012. This is the lowest figure ever recorded, down from 313 in 2011, but is slightly above the target of 293. There were noticeable reductions in the number of deaths and serious injuries compared to 2011 amongst cyclists, car occupants, older road users and 16 to 24 year old drivers and passengers.

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Transport and Highways Business Unit Risk Register

## Public Health - John Linnane

## 2012/13 Revenue Budget

Service	Agreed Budget £'000	Proposed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health	109	0	109	(259)	(368)	Warwickshire PCT had Public Health underspends of £261,000 which it has transferred to WCC for Public Health to spend in 2013/14. The service was also given funding by the Department of Health to help pay for the costs of moving the service to the local authority, and not all of this was spent in the year, so some of it will be carried forward to pay for on-going transition work with the District and Borough Councils. The service also received £47,000 of government funding to pay for winter pressures in January, not all of which has been spent.
Other Services contribution to salary costs	84	0	84	25	(59)	
<b>Net Service Spending</b>	<b>193</b>	<b>0</b>	<b>193</b>	<b>(234)</b>	<b>(427)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
Service Savings*	58	(58)	427	427	Appendix U details the proposals for the use of the closing balance on reserves
<b>Total</b>	<b>58</b>	<b>(58)</b>	<b>427</b>	<b>427</b>	

Service Savings\* - Opening balance as at 1 April 2012 adjusted for £70,000 transfer from Localities & Community Safety

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Public Health Business Unit Risk Register

## Fire and Rescue - Gary Phillips

## 2012/13 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	11,603	21	11,624	11,279	(345)	The main cause of this underspend is reduced retained firefighter activity. There has also been an underspend on staffing at Alcester Fire Station linked to its transition from a retained fire station to a wholetime station. Also included within this underspend is £56,000 against the National Resilience Grant which the Service has requested to carry forward into 2013/14. No management action required.
Prevention and Protection	996	(21)	975	850	(125)	This is an underspend on Arson Reduction and is linked to reduced deliberate fires activity. No management action required.
Technical Support & Transport	1,984	(126)	1,858	1,865	7	
Water	112		112	119	7	
IT and Communications	696		696	871	175	This overspend relates to additional expenditure on improvements to IT equipment related to fire ground equipment and incident command. In addition to this there is an overspend on PC's and mobile telephones due to the roll-out of new technology. No management action required.
Fire Control Room	717		717	741	24	
Training and Health and Safety	1,331		1,331	1,248	(83)	This underspend primarily relates to rescheduling of Operational Training Courses.
Human Resources and Occupational Health	253		253	207	(46)	
Service Administrative Support	75		75	65	(10)	
Improvement Plan	56		56	87	31	
Fire-fighters Pension (Ill Health Retirements & Injury Awards)	829		829	718	(111)	This underspend is due to the lower level of ill health retirements than anticipated.
Strategic Leadership and Operational Support	636	(11)	625	619	(6)	
Integrated Risk Management Plan (Financial Services)	180		180	107	(73)	This pre-planned underspend off-sets the additional expenditure authorised against IT & Communications.
Planning and Performance	71	159	230	265	35	
Major Incident	0		0	(28)	(28)	
Capacity	0		0	489	489	Additional capacity to address issues arising from the incident at Atherstone on Stour. There is an underspend on the Capacity Building Fund in Other Services which has been set aside to fund any elements of this cost that cannot be met from the Service's own resources.
Control Project	1,292	(1,014)	278	81	(197)	The £197,000 is needed fund future Fire Control Programme expenditure in line with the original project plan.
<b>Net Service Spending</b>	<b>20,831</b>	<b>(992)</b>	<b>19,839</b>	<b>19,583</b>	<b>(256)</b>	

## 2012/13 Reserves Position

Reserve	Opening Balance 01.04.12 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.13 £'000	Reason for Request
General Savings	70	(70)	352	352	Appendix U details the proposals for the use of the closing balance on reserves
Capacity	0		(489)	(489)	
AoS Incident	(433)	433	28	28	
<b>Sub Total</b>	<b>(363)</b>	<b>363</b>	<b>(109)</b>	<b>(109)</b>	
Fire Earmarked (Grants)	1,800	(278)	253	1,775	
Pensions (Former Fire)	760		112	872	
<b>Total</b>	<b>2,197</b>	<b>85</b>	<b>256</b>	<b>2,538</b>	

## 2012/13 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2012/13		2013/14			2014/15		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12	400	400	400	400	400	400	400	
FR-05	Restructure and realignment of management and support staff within Fire and Rescue	100	100	100	100	100	100	100	
	<b>Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	
	<b>Target</b>	<b>500</b>	<b>500</b>		<b>500</b>	<b>500</b>		<b>500</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	

## 2012/13 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10575000	Fire Capital Grant - Improvement Plan	89	107	0	0	196	89	77	0	0	166	(30)	(30)	The overall variance is made up of small variances over a number of the individual projects.
11086000	Fire Capital Grant 2011/12	360	219	0	0	579	360	224	52	0	636	5	57	
11087000	Fire Capital Grant - Equipment Management System	0	4	46	0	50	0	0	0	0	0	(4)	(50)	
11147000	Improvement Plan - Convert Alcester to Whole Time Station	405	230	0	0	635	405	230	0	0	635	0	0	Additional £57,467k (£13,885 and £43,582) funded by contribution from Physical Assets. (Project Ref:11033000)
11148000	Improvement Plan - Vehicles and Equipment	40	28	0	0	68	40	0	0	0	40	(28)	(28)	
11149000	Fire Capital Grant - Light building for vehicle inspection and repair	0	0	175	0	175	0	6	169	0	175	6	0	
11150000	Fire Capital Grant - Portable Specialist Ff Equipment at Kingsbury Oil Terminal	0	0	31	0	31	0	0	0	0	0	0	(31)	The Fire Capital Grant has been allocated across a number of capital projects. Any underspends against these projects will be used to support the Service's Future Change Programme.
11151000	Fire Capital Grant - Equipment for Fire Appliances	20	81	0	0	101	20	48	171	0	239	(33)	138	
<b>Sub Total - Projects Funded From Fire Capital Grant</b>		<b>914</b>	<b>669</b>	<b>252</b>	<b>0</b>	<b>1,835</b>	<b>914</b>	<b>585</b>	<b>392</b>	<b>0</b>	<b>1,891</b>	<b>(84)</b>	<b>56</b>	
11044000	Vehicle Replacement Programme 2012/13	0	54	0	0	54	0	93	0	0	93	39	39	The Service is currently undertaking a strategic review of it's fleet requirements and vehicle purchases have been placed on hold whilst the review is being carried out. The additional cost will be funded from revenue.
11045000	Vehicle Replacement Programme 2013/14	0	0	723	0	723	0	0	723	0	723	0	0	
11152000	Vehicle Replacement Programme 2014/15	0	0	0	722	722	0	0	0	722	722	0	0	
11223000	Vehicle Replacement Programme 2015/16	0	0	0	722	722	0	0	0	722	722	0	0	
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>54</b>	<b>723</b>	<b>1,444</b>	<b>2,221</b>	<b>0</b>	<b>93</b>	<b>723</b>	<b>1,444</b>	<b>2,260</b>	<b>39</b>	<b>39</b>	

Agresso Project Code	Description	Approved Budget					2012/13 Actual and Future Years Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Earlier Years	2012/13 £ 000's	2013/14 £ 000's	2014/15 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11047000	Equipment for New Fire Appliances 2012/13	0	40	0	0	40	0	0	80	0	80	(40)	40	This project is primarily used for equipping new fire appliances and because fleet replacements have been placed on hold pending a strategic review of our fleet there has been no need to purchase the equipment during 2012/13. There was an error with the forecast at Q3 as this funding will be used during 2013/14 to purchase equipment for the vehicles required to support the Service's Future Change Programme resulting in the budget being inadvertently reduced.
11048000	Equipment for New Fire Appliances 2013/14	0	0	120	0	120	0	0	120	0	120	0	0	
11153000	Equipment for new Fire Appliances 2014/15	0	0	0	120	120	0	0	0	120	120	0	0	
11229000	New Fire & Rescue Centre Leamington Spa			5,998	2,998	8,996	0	0	5,998	2,998	8,996	0	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>0</b>	<b>40</b>	<b>6,118</b>	<b>3,118</b>	<b>9,276</b>	<b>0</b>	<b>0</b>	<b>6,198</b>	<b>3,118</b>	<b>9,316</b>	<b>(40)</b>	<b>40</b>	
11088000	Integrated Communications Control System - Funded From Fire Capital Grant	0	270	0	0	270	0	127	130	0	257	(143)	(13)	These 3 programmes form the complete Fire Control Project which is being funded by 3 sources, corporate resources, Fire Capital Grant & the Fire control Grant. Overall the project is on target within the overall budget.
10933000	Fire Control Call Handling & Mobilising Systems - Funded from Corporate Resources	0	115	70	0	185	0	112	73	0	185	(3)	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	0	550	777	40	1,367	0	512	893	54	1,459	(38)	92	The Service has received funding from CLG the majority of which is currently held in reserve to fund future revenue and capital spending. A revenue to capital contribution will be made to bring the funding in line with the forecast.
<b>Sub Total - Fire Control Project</b>		<b>0</b>	<b>935</b>	<b>847</b>	<b>40</b>	<b>1,822</b>	<b>0</b>	<b>751</b>	<b>1,096</b>	<b>54</b>	<b>1,901</b>	<b>(184)</b>	<b>79</b>	
	Historic projects with no in-year spend	304	0	0	0	304	304	0	0	0	304	0	0	
<b>Sub Total - Historic Projects</b>		<b>304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>0</b>	<b>0</b>	
<b>Grand Total</b>		<b>1,218</b>	<b>1,698</b>	<b>7,940</b>	<b>4,602</b>	<b>15,458</b>	<b>914</b>	<b>1,429</b>	<b>8,409</b>	<b>4,616</b>	<b>15,368</b>	<b>(269)</b>	<b>214</b>	

## Performance Information April 2012 to March 2013

F&R: All Measures									
Ref	Measure	2011/12 Actual	2012/13 Target	Year End Forecast 31/03/2013	Year End Alert	Period Target 31/03/2013	Period Actual 31/03/2013	Period Alert	Progress to date
M17050	% of HFSCs delivered to vulnerable persons		75	85	★	75	85	★	
M17001	Total number of preventable fire related deaths	1	0	0	★	0	0	★	
M17000	Total number of preventable fire related injuries	11	14	11	★	14	11	★	
M17006	No. of accidental dwelling fires	174	174	158	★	174	158	★	
M17052	Total number of small fires	1347	1208	541	★	1208	541	★	
M17053	Total number of deliberate fires	1245	1249	489	★	1249	489	★	
M17054	Total number of fires in non domestic premises	97	97	103	●	97	103	●	Although the number of fires in non domestic properties are over the levels achieved in the previous year, by 6 fires or 6.1%, the trend over time remains on the decline. Performance is constantly monitored against this measure and any emerging trends or issues are quickly relayed to station commanders to ensure that appropriate localised fire safety initiatives are instigated.
M17057	% achievement of 10 and 20 minute response standards	89.72	89.72	95	★	89.72	95	★	
M17049	Economic cost of fire (average cost of fire x total number of fires)		14048950	11324256	★	14048950	11324256	★	

## Risk Information: Net Red Risks extracted from the Business Unit Risk Register

There are no net red risks on the Fire and Rescue Business Unit Risk Register

## Other Services - Virginia Rennie

## 2012/13 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(38,303)	301	(38,002)	(40,265)	(2,263)	£2.218m of this underspend relates to the funding received from the health service on a one-off basis to fund investment in adult social care. The use of the resource requires agreement with the PCT. This was not reached in sufficient time for the investment to be undertaken in 2012/13. Instead the resources will need to be carried forward to future years.
2012/13 Council Tax Freeze Grant - one off	(5,859)		(5,859)	(5,859)	0	
DSG & YPLA Grants, including school reserves	(281,723)		(281,723)	(275,372)	6,351	During the year, as schools convert to Academy status, both the DSG income and associated school budget will be reduced. There are currently 8 schools that have converted to Academy status as at the end of December and this reflects the latest recoupment of Academy Schools funding.
Individual Schools Budget (ISB)	237,679		237,679	231,251	(6,428)	
Community Infrastructure Levy	301	(251)	50	0	(50)	The implementation of the Community Infrastructure Levy across Warwickshire will be on-going until 2014/15 at least. Therefore any underspend in the current year will be needed to support the project in future years.
Capacity Building Fund	615		615	0	(615)	£109,000 of this underspend has been set aside to meet the balance of costs in relation to the Atherstone-on-Stour incident that cannot be met from the Fire and Rescue Service own resources. The balance has been deliberately held back to support the delivery of the next savings plan.
Capital Financing	39,727	(344)	39,383	37,110	(2,273)	Whilst interest rates remain low, limiting the interest we are able to earn on our balances, this is more than offset by all of the £20 million additional borrowing planned in the MTFP not being used in 2011/12 and 2012/13.
Interest on Revenue Balances	(2,141)		(2,141)	(1,677)	464	
Strategic Management Team	1,184		1,184	1,140	(44)	
County Coroner	378		378	458	80	
Environment Agency (Flood Defence Levy)	210		210	209	(1)	
External Audit Fees	377		377	145	(232)	Based on a fixed scale of fees independently set by the Audit Commission and applied to our contract with Grant Thornton. The planned audit fee was significantly lower than the budget and the value of unplanned audit work is yet to be ascertained but will be charged in the new year and it is proposed to set aside this underspend to accommodate any unplanned work.
LPSA Performance Reward Grant	93		93	93	0	
County Council Elections	110		110	0	(110)	
Members Allowances and Expenses	1,016		1,016	964	(52)	This includes an underspend on travel and subsistence.
Single Status	0		0	(33)	(33)	
Insurance Fund	0		0	(16)	(16)	
Other Administrative Expenses & Income	394		394	372	(22)	
Reorganisation Pensions	53		53	253	200	Most of the overspend is due the creation of £183,000 provision to meet Warwickshire's share of the pension liability for the West Midlands councils organisation of which we were a member. Creating this provision avoids an annual charge having to be funded for up to 25 years.
Subscriptions	229		229	142	(87)	
<b>Net Service Spending</b>	<b>(45,660)</b>	<b>(294)</b>	<b>(45,954)</b>	<b>(51,084)</b>	<b>(5,130)</b>	

S Other Services

2012/13 Reserves Position

Reserve	Opening Balance 01.04.12	Movement in year	Effect of outturn	Forecast closing balance	Reason for Request
	£'000	£'000	£'000	£'000	
General Reserves	15,750	1,380	1,813	18,943	
Medium Term Contingency	0	13,315	0	13,315	
Service Realignment Fund	8,241	256	0	8,497	
Capital Fund	326	0	0	326	
Quadrennial elections	202	0	110	312	
Capacity Building Fund (former Development/Modernisation Fund)	333	0	615	948	
PSA Virtual Bank underspend	93	(93)	0	0	Appendix U details the proposals for the use of the closing balance on reserves.
Equal Pay Back Pay Account	2,275	(620)	0	1,655	
NHS Grant	854	(854)	2,218	2,218	
Early Intervention Grant	20	(20)	0	0	
Schools Balances			77	77	
External Audit	0	0	232	232	
Insurance Fund	7,968	0	16	7,984	
Community Infrastructure Levy	0	251	50	301	
New Homes Bonus	364	(364)	0	0	
<b>Total</b>	<b>36,426</b>	<b>13,251</b>	<b>5,130</b>	<b>54,807</b>	




**Corporate Business Plan: Performance Summary (April 2012 – March 2013)**

**1. Background**

- 1.1.** The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in January 2012.
- 1.2.** Within this report, you will find information on our key performance indicators as set out in the Corporate Business Plan. This report should be read in conjunction with our financial and risk monitoring information.
- 1.3.** At the heart of our CBP are 7 Ambitions:
  - Community & Customers
  - Safety & Protection
  - Care & Independence
  - Environment & Housing
  - Enterprise, Transport & Tourism
  - Schools & Education
  - Organisation
- 1.4.** This Appendix provides a summary of progress for each of the ambitions, providing Members with a robust view of the progress that the Authority has made over this financial year in working towards delivering the Aims and Ambitions.



- 1.5. For 2012/13, progress against all measures and targets is presented against the use of Red / Amber / Green performance alerts as this aligns us with financial performance and risk.

<b>Green</b>	Target has been achieved or exceeded
<b>Amber</b>	Performance is behind target but within acceptable limits (10% tolerance of the target set*)
<b>Red</b>	Performance is significantly behind target and is below an acceptable pre-defined minimum (below the 10% tolerance*)
Direction of Travel arrows to show whether there have been any improvements, any changes or any falls in performance since April 2012.	
	Performance has improved relative to targets set
	Performance has remained static relative to targets set
	Performance has declined relative to targets set

***\*The 10% tolerance threshold is set automatically by Warwickshire Hub***

- 1.6. The performance information contained within this Appendix is based on data at the end of the financial year (April 2012 – March 2013). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub (the performance management system used to gather the indicator data). If you would like any more information on the Warwickshire Hub, please contact the Planning, Performance and Business Improvement Team on [performance@warwickshire.gov.uk](mailto:performance@warwickshire.gov.uk)

## 2. Overall Performance Summary for Year End (April 2012 – March 2013)

	Qtr. 1	Mid-Year	Qtr. 3	Year End	Direction of Travel
<b>Red</b>	5 (13.5%)	3 (7.1%)	4 (9.3%)	11 (23%)	↓
<b>Amber</b>	5 (13.5%)	12 (28.6%)	13 (30.2%)	12 (24%)	↔
<b>Green</b>	27 (73%)	27 (64.3%)	26 (61.5%)	26 (53%)	↔
<b>Subtotal</b>	<b>37</b>	<b>42</b>	<b>43</b>	<b>49</b>	
<b>Not Yet Available (NYA)</b>	<b>16</b>	<b>11</b>	<b>10</b>	<b>4</b>	
<b>Not collected this year/ not applicable</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	
<b>Grand Total</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	

Overall, at the end of the year, we are able to report on 84% of performance measures (49 out of 58) within the Corporate Business Plan.

We are unable to report progress against 8 measures. This includes 4 measures where the data is not currently available and 4 measures that we are unable to report against until 2013/14.

Finally, 1 indicator is not targeted and therefore is for information only.

The table below presents year end performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
<b>Red</b>	1	3	2	1	1	1	2	11
<b>Amber</b>	0	2	3	2	0	2	3	12
<b>Green</b>	2	8	6	3	1	2	4	26
<b>Subtotal</b>	<b>3</b>	<b>13</b>	<b>11</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>9</b>	<b>49</b>
<b>NYA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>4</b>
<b>Not collected this year/ not applicable</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>Grand Total</b>	<b>5</b>	<b>13</b>	<b>13</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>11</b>	<b>58</b>

### 3. Highlights by Ambition

1. Community & Customers			<div><div></div>Direction of Travel</div>			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>• Work with partners to enhance Community engagement so as to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police</li><li>• Enable Communities to help themselves</li><li>• Encourage volunteering across the County and</li><li>• Improve resident satisfaction with services and their role in shaping services</li></ul>						
<div><div></div><div><div>Year End</div><div>Qtr 3</div><div>Mid Year</div><div>Qtr 1</div></div><div><div>Red, 1</div><div>Green, 2</div><div>Red, 1</div><div>Green, 1</div><div>NYA, 1</div><div>Red, 1</div><div>Green, 1</div><div>NYA, 1</div><div>Red, 1</div><div>Green, 1</div><div>NYA, 1</div></div></div>			<b>Data Notes</b>			
	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of people who feel they can influence decision in their local area	33.9% (G)		Both of these measures are bi-annual measures and are due to be collected in 2013/14			
% satisfaction with local area as a place to live.	83.6% (A)					
% satisfaction level with the quality of services received	67.9%(G)	61.89%	This information will be reported in Qtr. 4 as part of the Annual Satisfaction Survey			62% (G)
<b>Warwickshire's Contribution to Rural Broadband Development:-</b>						
Approval of the Local Broadband Plan by BDUK	New Measures	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Completion of BDUK Procurement Phase by March 2013		Yes	No (R)	No (R)	No (R)	No (R)
<b>Commentary and Key Actions Taken</b>						
<b>Completion of BDUK Procurement Phase by March 2013</b> The original date for the completion of the Procurement phase was March 2013 which was subsequently rescheduled to May 2013 in line with BDUK's National Procurement Plan. The procurement phase was completed as planned, with the contract being awarded on 23 <sup>rd</sup> May.						

2: Safety & Protection			<div>↓</div> Direction of Travel				
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Reduce further the number of people killed or seriously injured on Warwickshire's roads</li><li>Proactively maintain the highways network to a safe standard, working with partners to do so</li><li>Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions</li><li>Focus on tackling high harm causers and re-offenders</li></ul>		<ul style="list-style-type: none"><li>Work with Police to reduce levels of violent crime, especially domestic violence</li><li>Reduce the damaging effects on families and communities caused by drugs misuse</li><li>Work in partnership to reduce the significant consequences of the misuse of alcohol</li><li>Work with partners to reduce instances of anti-social behaviour</li><li>Reduce fire related deaths and injuries as well as reducing the economic cost of fire</li></ul>					
<div><div>Year End</div><div>Qtr 3</div><div>Mid Year</div><div>Qtr 1</div></div> <div><div><div>Red, 3</div><div>Amber, 2</div><div>Green, 8</div></div><div><div>Amber, 2</div><div>Green, 8</div><div>NYA, 3</div></div><div><div>Amber, 2</div><div>Green, 9</div><div>NYA, 2</div></div><div><div>Red, 1</div><div>Amber, 2</div><div>Green, 8</div><div>NYA, 2</div></div></div>			<div>Data Notes</div> <div>1. Benchmarking to determine the quartile outturn will not be available until July. Based on the top quartile value in 2011-2012 of 69%, this year's outturn of 61.4% may miss target.</div>				
Measures		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of people killed or seriously injured on our roads		313(A)	293	313 (A)	315 (A)	318 (A)	299 (A)
Number of children who are subject of a child protection plan (rate per 10,000 population)		New measures for 2012/13	47 per 10 K	50 (A)	50 (A)	50 (A)	49 (A)
Children who are both looked after and subject of a child protection plan			50	50 (G)	50 (G)	50 (G)	65 (R)
Alcohol related admissions for under 18s (rate/100,000)		63.9	62	58.32 (G)	58.32 (G)	58.32 (G)	58.32 (G)
Number of repeat safeguarding referrals		14.7%	13.2%	14% (R)	11% (G)	11% (G)	13 (G)
% of people who use services who feel safe is in top quartile of comparator group (see note 2)		68.7%	Remain in top quartile	NYA	NYA	NYA	No (R)
Incidents of serious acquisitive crime per 1,000		12.80(A)	Reduce 2011/12 actual	12.79 (G)	11.09 (G)	11.71 (G)	11.05 (G)
Adult drug users exiting treatment successfully		New measure for 2012/13	20%	NYA	NYA	NYA	15% (R)

Measures	2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
Incidents of all Anti-social behaviour	21,725 (G)	Reduce from 2011/12 baseline	18,694 (G)	19,956 (G)	20,061 (G)	20,164 (G)
Incidents of serious violent crime per 1,000	5.38 (G)	Reduce 2011/12 actual	4.54 (G)	4.62 (G)	4.65 (G)	4.77 (G)
No. fire related deaths which were preventable per 100,000 population	0 (G)	0	0 (G)	0(G)	0 (G)	0 (G)
No. of fire related injuries per 100,000 population	11( G)	Year on Year Improvement	1 (G)	3 (G)	7 (G)	11 (G)
The economic cost of fire for Warwickshire	£13,940,394	Year on Year Improvement	£13,356,935 (G)	£10,650,000 (G)	£10,958,000 (G)	£11,324,256 (G)

### Commentary and Key Actions Taken

#### Number of people killed or seriously injured on Warwickshire's roads

The number of road users killed or seriously injured in Warwickshire fell to 299 in 2012. This is the lowest figure ever recorded, a reduction of 14 from 313 in 2011. There were noticeable reductions in the number of deaths and serious injuries compared to 2011 amongst cyclists, car occupants, older road users and 16-24 year old drivers and passengers.

#### Reducing the instances and impact of crime

Recorded performance against our crime measures at the yearend point is very encouraging Serious Acquisitive Crime beat the target by 13%; Serious Violent Crime is ahead of target by 11% and Anti-Social Behaviour is 7% better than the declared target. Co-ordinated partnership activity around the county has contributed to these decreases. Partners discuss performance at a monthly conference call (chaired by WCC) to ensure any local increases in crime are tackled effectively at an early stage, and also share good practice around the county. A Police restructure designed to provide effective policing of the night-time economy has had a significant, positive impact on violent crime. All 4 Community Safety Partnerships in the county have detailed action plans in place to tackle their local priority crime types.

A new recommissioned service for adult drug users was initiated this year and the emphasis changed from an "in treatment" service to a "recovery based" programme. Following the initial transitional phase there are signs that this change has resulted in positive outcomes though the target for this year has not been achieved. Across the County performance is not uniform with some areas achieving better results than others and the challenge for this year is to monitor performance closely to bring all areas up to the same high standard by learning what works best.

#### Reducing fire related deaths and injuries

Across the County the number of fires continues to decline as does the associated economic cost of fire to the people who live and work in Warwickshire. Compared to 2011/12 the cost declined in excess of £2.6 million. Across this year there have not been any preventable fire related deaths and we are pleased to report that there have not been any deaths in the home since January 2011. Fire related injuries are at an all time low of only 11 and 9 of these were slight injuries only.

3: Care & Independence				<div>↓</div> Direction of Travel			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Fulfil our duty of care to older and vulnerable people</li><li>Ensure that all those eligible are offered an adult care personal budget</li><li>Increase the scope of re-ablement services</li><li>Working with partners to improve number of older people living independently in their own homes</li></ul>		<ul style="list-style-type: none"><li>Embrace the Public Health Service within our responsibilities to improve the health of the County’s population</li><li>The successful transfer of the Public Health Service to the Local Authority</li><li>Embed the principles of early intervention so that children, young people, parents &amp; carers have the support they need, when they need it.</li></ul>					
<div><div><div>Year End</div><div><div>Red, 2</div><div>Amber, 3</div><div>Green, 6</div></div></div><div><div>Qtr 3</div><div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div></div><div><div>Mid Year</div><div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div></div><div><div>Qtr 1</div><div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 3</div></div></div></div>				Data Notes			
Measures		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
The proportion of those using social care who have control over their daily life		73.7% (G)	75%	Annual Measures: Available Qtr. 4.			71.6% (A)
The proportion of people who use services & carers who find it easy to find information about support		77.4%(G)	79%	Annual Measures: Available Qtr. 4.			66.1% (R)
% of older people (65+) who are still at home after 91 days following discharge from hospital		4.1%(A)	4.3%	Annual Measures: Available Qtr. 4.			82.2 (G)
Delayed transfers of care between social care and health per 100,000 population		16.0(G)	13.0	14 (A)	14 (A)	14 (A)	13.1 (A)
Admissions to residential care homes per 1,000 population		595.5(A)	560	560 (G)	530 (G)	530 (G)	712.9 (R)
% of people using social care who receive self-directed support		45.2%	65%	60% (A)	60% (A)	60% (A)	70.7% (G)
% of customers not needing on-going social care 91 days after leaving Reablement		New measures for 2012/13	63%	65% (G)	59% (A)	59% (A)	62% (A)
% of Reablement customers where one or more agreed outcomes are fully met			80%	75%(A)	80%(G)	80%(G)	81% (G)
Successful establishment & operation of the Health & Wellbeing Board			Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Establishment of Local Healthwatch Function			Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Transfer of Public Health Function		Yes(G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
% Delivery of the County Council’s new & continuing duties to improve public health		New measures for 2012/13	100%	Not applicable until 2013/14			
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so			100%				

## **Commentary and Key Actions Taken**

### **Delayed transfers of care**

The proportion of delayed transfers of care has reduced significantly this year from 17 to 13.3, narrowly missing the stretch target set. This is the result of proactive work undertaken with the hospital trusts to better identify and classify people who are delayed from leaving hospital and new joint processes between health and social care for more efficient discharge from hospital into rehabilitation or reablement. Warwickshire's reablement service has positive outturns with 81% achieving at least one of their outcomes and 62% of customers requiring no on going service, while this missed target it is accepted that the target was set too high as the service is now offered to a wider range of customer, the national standard for this indicator is 55%.

### **Proportion of customer who have control over their daily life**


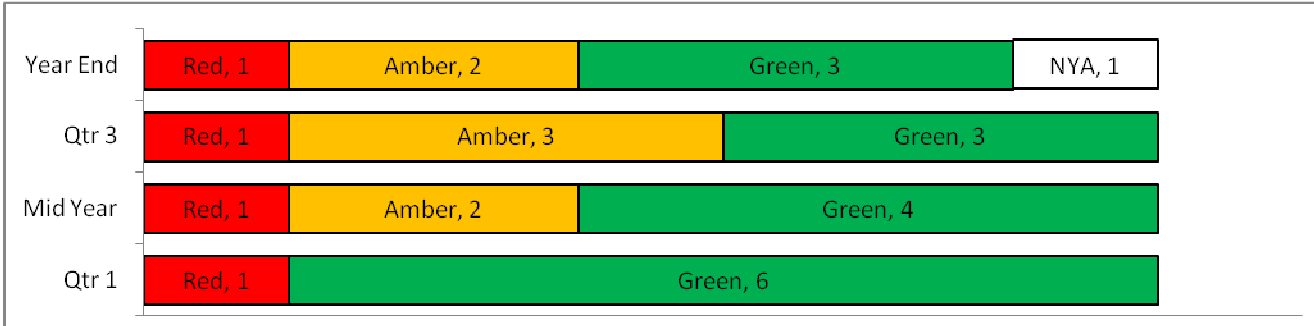
The proportion of customer who have control over their daily life has reduced having increased in 2011-12. The proportion of customers and carers who find it easy to find information is not comparable with previous years as it includes carers views for the first time, a like for like comparison would be 67.9%. Both of these indicators are taken from the annual customer and carer surveys which has seen lower than anticipated outturns, a local survey will be undertaken to help us identify the best way to make changes to improve customer experience.

### **Admissions to residential care**

The number of admissions to residential care has increased more than anticipated and further investigation is underway. Initial indications are that we have a changing picture of higher admission rate but lower number of people in residential care overall, suggesting the length of stay in residential care is reducing.

### **Integration of Public Health Function**

The transition of Public Health into the Communities Group of Warwickshire County Council was successfully completed in April this year. Alongside the successful transition Local Health Function has been established as well as the Health and Wellbeing Board.

4: Enterprise, Transport & Tourism				 Direction of Travel			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Support economic growth by improving Warwickshire’s reputation as a good place to do business</li><li>Improve transport options within Warwickshire</li><li>Increase opportunities for people to improve their work related skills</li></ul>			<ul style="list-style-type: none"><li>Make Warwickshire a place of destination for tourists and visitors and</li><li>Work to reduce harm on Warwickshire’s businesses caused by any future approval of High Speed 2.</li></ul>				
			<b>Data Notes</b> This indicator is now measured in kilometres rather than miles. The target has been adjusted accordingly.				
Measures		2011/12 Actual	Target 2012/13	Qtr. 1	Mid-Year	Qtr. 3	Year End
The number of individuals undertaking Apprenticeships in the sub-region (LEP)		6,590(G)	5,800	6,370 (G)	6,370 (G)	8,340 (G)	8,490 (G)
The number of individuals undertaking Apprenticeships in Warwickshire			3,200	3,500 (G)	3,500 (G)	4,580 (G)	3,800 (G)
The number employed in key target growth sectors of the sub regional economy (LEP)		139,200(G)	143,000	143,000 (G)	140,410 (A)	140,410 (A)	140,410 (A)
The number employed in key target growth sectors of the Warwickshire economy		93,688	96,000	96,000 (G)	95,395 (A)	95,395 (A)	95,395 (A)
Businesses reporting skills shortages (LEP)		37.60%(A)	33%	33% (G)	33% (G)	36.2% (A)	NYA
WCC cost per passenger journey on WCC supported services		£0.82(G)	£0.78	£0.78 (G)	£0.78 (G)	£0.75 (G)	£0.76 (G)
Length of highway network where surface treatment was achieved (kms) (see data note)		246.85 kms (G)	249.9 kms	200.78 kms (R)	200.88 kms (R)	209.12 kms (R)	210.7 kms (R)
Length of highway network where maintenance is needed		757.8km		Condition Indicator, for information only Figures are not yet available.			
<b>Commentary and Key Actions Taken</b>							
<b>Apprenticeships</b> The year-end results are very positive for the number of people undertaking apprenticeships in both Warwickshire and the sub-region with both measures achieving the declared target. This is a result of sustained promotion of apprenticeships nationally and locally.							



**A thriving business community in Warwickshire**

The economic climate remains challenging locally and nationally and although the year end targets have been missed for the number employed in key target growth sectors of both Warwickshires and the sub regional economy, considerable progress has been made. Comparing to last year there has been growth across both economies and it is encouraging that Warwickshire accounts for the majority of the growth where as Coventry has experienced a decline.

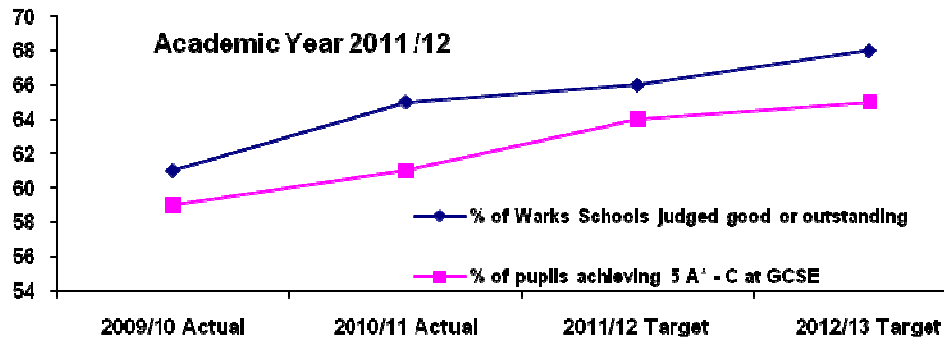
**WCC cost per passenger journey on supported services**

The cost per passenger journey on WCC supported services is expected to reduce by 6p or 7.3%, we are currently still awaiting final year end information from some operators. This reduction is as a result of a full year of changes being in force following previous budget reductions when the least cost effective services were cut from the schedule of services.

**Highway Maintenance**

The very poor weather during the summer season has prevented completion of the entire surface dressing programme for 2012/13. The work is normally completed during the first half of the year when ambient conditions are normally favourable. In summary, 210.7 kms out of the 249.9 kms planned (84.3%) were completed and the sites that were not attended to are to be included in the 2013/14 surface dressing programme.

5: Environment & Housing					<div>↔</div> Direction of Travel																	
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Work with Borough &amp; District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well maintained</li><li>Maintain our natural environment and relevant heritage for future generations</li><li>Reduce Co2 emissions in the public sector and support the community to tackle climate change</li><li>Support the provision of affordable homes and development of ‘extra care’ housing.</li></ul>																						
<table><tr><td>Year End</td><td>Red, 1</td><td>Green, 1</td><td>NYA, 1</td></tr><tr><td>Qtr 3</td><td>Red, 1</td><td>Amber, 1</td><td>NYA, 1</td></tr><tr><td>Mid Year</td><td>Amber, 1</td><td>Green, 1</td><td>NYA, 1</td></tr><tr><td>Qtr 1</td><td>Amber, 1</td><td>Green, 1</td><td>NYA, 1</td></tr></table>					Year End	Red, 1	Green, 1	NYA, 1	Qtr 3	Red, 1	Amber, 1	NYA, 1	Mid Year	Amber, 1	Green, 1	NYA, 1	Qtr 1	Amber, 1	Green, 1	NYA, 1	<b>Data Notes</b> <div>1. Year end actuals will not be available until August / September. Although expected to miss target, the year end forecast represents an 8% improvement on the previous year's actual</div>	
Year End	Red, 1	Green, 1	NYA, 1																			
Qtr 3	Red, 1	Amber, 1	NYA, 1																			
Mid Year	Amber, 1	Green, 1	NYA, 1																			
Qtr 1	Amber, 1	Green, 1	NYA, 1																			
Measures		2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End															
Residual household waste per household is minimised (See note 1)		531.25 (G)	485kg	494kg (A)	516.8kg (A)	488kg (A)	NYA															
The % Co2 reductions delivered through Corporate Projects		To be confirmed	2.5%	NYA	NYA	NYA	32% (G)															
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care		119 (G)	163	163 (G)	173 (G)	119 (R)	119 (R)															
<b>Commentary and Key Actions Taken</b>																						
<b>Household Waste</b> <p>Although the year end actuals will not be available until late summer estimated figures are indicating that although there will be a year on year improvement of 8% the annual target will be missed by approximately 1%.</p>																						
<b>Extra Care Housing</b> <p>Although the measure for extra care housing units is red the overall plane will still deliver a significant number of extra care units in the longer term</p>																						

6: Schools & Education				<div>↔</div> Direction of Travel																
Outcomes:																				
<ul style="list-style-type: none"><li>Support schools and colleges to improve their performance and challenge poor performance and</li><li>Raise the educational aspirations of children and young people and families</li></ul>																				
<div><p>Academic Year 2011 /12</p><table border="1"><caption>Academic Year 2011 /12 Data</caption><thead><tr><th>Year</th><th>% of Warks Schools judged good or outstanding</th><th>% of pupils achieving 5 A* - C at GCSE</th></tr></thead><tbody><tr><td>2009/10 Actual</td><td>61%</td><td>59%</td></tr><tr><td>2010/11 Actual</td><td>65%</td><td>61%</td></tr><tr><td>2011/12 Target</td><td>66%</td><td>65%</td></tr><tr><td>2012/13 Target</td><td>68%</td><td>65%</td></tr></tbody></table></div>				Year	% of Warks Schools judged good or outstanding	% of pupils achieving 5 A* - C at GCSE	2009/10 Actual	61%	59%	2010/11 Actual	65%	61%	2011/12 Target	66%	65%	2012/13 Target	68%	65%	Commentary and Key Actions Taken:	
Year	% of Warks Schools judged good or outstanding	% of pupils achieving 5 A* - C at GCSE																		
2009/10 Actual	61%	59%																		
2010/11 Actual	65%	61%																		
2011/12 Target	66%	65%																		
2012/13 Target	68%	65%																		
Educational performance measures are based on the academic school year and therefore run from September to August and are published in the Autumn following the end of the school year.																				
Measures (Academic Year September 2010 – August 2011)		2009/10 Actual	2010/11 Actual	2011/12 Target	2011/12 Actual	2012/13 Target														
% of Warwickshire schools judged good or outstanding by Ofsted		61%	65% (G)	66%	66% (G)	68%														
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent		59%	61% (A)	65%	64% (A)*	65%														
Financial Year 2012/13																				
Year End		Red, 1    Amber, 1    Green, 1																		
Qtr 3		Green, 1    NYA, 2																		
Mid Year		Green, 1    NYA, 2																		
Qtr 1		Amber, 1    Green, 1    NYA, 1																		
Measures (Financial Year April 2012 – March 2013)		2011/12 Actual	2012/13 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End													
% of 16-18 year olds who are not in education, employment or training		5.2%(G)	5.2%	4.5% (G)	5.2% (G)	5.2% (G)	3.6% (G)													

(NEET)						
Prevalence of breast feeding at 6 – 8 weeks from birth	46.5%(G)	46.5%	45.5% (A)	NYA	NYA	44.02% (A)
% of children in year 6 who are obese	16.17%(G)	13%	NYA	NYA	NYA	17.38% (R)

#### **Commentary and Key Actions Taken**

##### **% of children in year 6 who are obese**


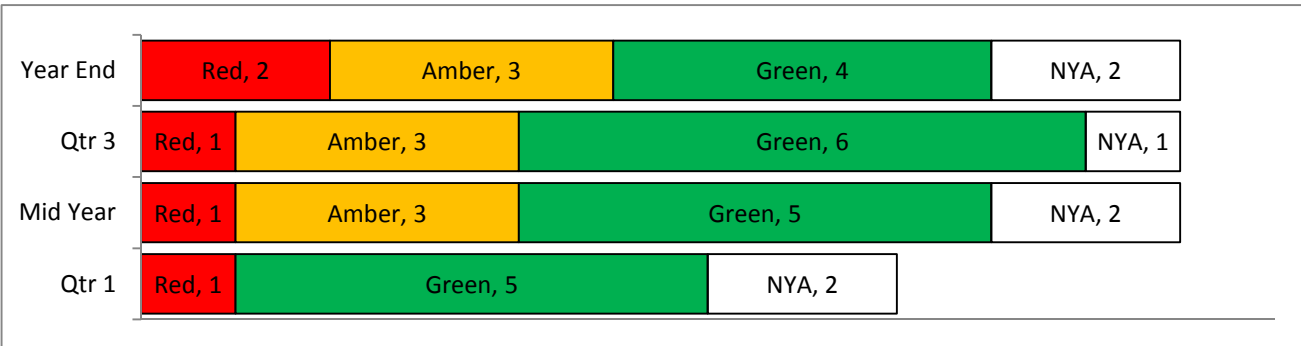
Family Weight management programmes are commissioned in Rugby, Nuneaton and north Warwickshire. Overweight and obese children and their families are invited to attend. This was a two year pilot and we have just had the results from Coventry University who have collated data from the programmes - 13% children moved into a healthy weight category and 98% families were happy with the service. (0 children and 70 adults attended these during 2012/13.

Families are signposted to other health improvement/lifestyle interventions in communities using the MECC approach

Family Change4Life Advisory service is commissioned - There are 7 advisors located in the 7 School Health teams across the county. They follow up families with overweight/obese primary school age children as identified through the NCMP and offer support and advice face to face or over the telephone. They also signpost families using the MECC approach to community interventions and send out and signpost to useful literature and links.

The Soil Association, Food For Life Partnership, is commissioned in 7 priority schools in Nuneaton and Bedworth where obesity prevalence is highest and where academic achievement is lower. The programme has a strong evidence base to support that academic achievement is increased by 13% with this programme and that Free School Meal uptake is increased. Evidence also shows that there is an increase in fruit and veg consumption in children, their families and communities around each school. In Warwickshire, the partnership works with County Caterers to support them to achieve a catering mark, it has been working with the Financial Inclusion Partnership to support the increase in uptake of school meals programme as well as signposting families to benefit checks. The Food For Life Partnership supports schools to achieve awards in healthy food policy, growing and cooking food and links with local farmers.

In order to support families to have the skills to cook and eat healthily before a child starts school, the family, Toddler and baby NOSH programme is delivered in each Children's Centre. The programme is currently being audited in order that the programme undertakes a full review and possible redesign in terms of how it's delivered because some Children's Centres are reporting that they do not have the capacity or resources or creche facilities to support the programme

7: Organisation					 Direction of Travel			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision</li><li>Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need</li></ul>			<ul style="list-style-type: none"><li>Ensure WCC continues to be recognised as a good employer</li><li>Focus and rationalise local council services through One Front Door project and property rationalisation and</li><li>Ensure a light touch management structure that encourages innovations and acts with pace</li></ul>					
			<b>Data Notes</b> <ol style="list-style-type: none"><li>There is a lag between the outcome of the review programme and being able to quantify increases in satisfaction, therefore no outturn actual is reported.</li><li>A mechanism for capturing data on the number of employees with flexible working agreements has been agreed and specified.</li></ol>					
<b>Measures</b>			<b>2011/12 Actual</b>	<b>2012/13 Target</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
% Increase in satisfaction with service provision (See Note 1)			New Measures for 2012/13	5%	NYA	NYA	5% (G)	NYA
Number of Service Reviews delivering full business case to schedule				9	6 (R)	6 (R)	9 (G)	7 (R)
Complete the JSNA refresh to support commissioning decisions				Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire				Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
The annual governance is accepted without qualification by the Council's external auditors			Yes (G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Net variation to budget			-3.30%	+1/-1%	-0.6% (G)	-0.5% (G)	-1.7% (R)	NYA
% of our retained operational property portfolio having optimum utilisation			83% (G)	90%	90% (G)	90% (G)	90% (G)	90% (G)
% staff who are flexible workers (See note 2)				NYA	NYA	NYA	NYA	NYA
% satisfaction that the Council is a good employer			No survey undertaken	77%	Annual Measure	73.0% (A)	Annual Measure	
% of staff satisfied with the training & development they receive in their current job			New measure for 2012/13	70%		66.6% (A)		
% of staff who believe the County Council is an equal opportunities employer				88%		85.1% (A)		
<b>Commentary and Key Actions Taken</b>								
<b>Net variation to budget</b>								

The target for the variation to net budget of +/- 1% has not been met. On the positive side, there has not been an overall overspend, so additional cuts have not had to be implemented. However, there is a reasonable expectation from Members that spending voted for should be discharged to deliver expected outcomes. Elsewhere in this report there is more detail on the reason for spending variations, including the receipt of additional or early grants and the early delivery of planned savings. Monitoring will continue through quarterly reports to Cabinet and the next Medium Term Financial Plan will need to take into account any structural underspends as evidence of where resources can be reduced

## Going for Growth Performance Reporting Year End 2012/13

### Background

In April 2012 Cabinet endorsed Going for Growth as the Council's County Council's principal 'guiding document' over the medium term; this approach was formally agreed by Council in May. As part of the agenda it was agreed that there would be a limited number of measures and targets to support Going for Growth. Each part of the organisation was asked to provide specific measures and targets which the Council could use to monitor performance against delivering the Going for Growth agenda. Six measures and associated targets were adopted by Cabinet in June 2012 with People Group being responsible for one and Communities responsible for five of the agreed measures.

This report summarises progress to date and direction of travel for each of the six measures at the year end reporting point.

Measure	Target	Progress to Date	DoT
Number of individuals undertaking apprenticeships within the County: <ul style="list-style-type: none"> <li>With WCC (as internal employees)</li> <li>Outside WCC (with external employers)</li> </ul>	<ul style="list-style-type: none"> <li>Adult apprenticeships 45</li> <li>New apprenticeships 20</li> <li>2600 residents of Warwickshire starting an Apprenticeship programme in the year (note: revised target to align with Corporate Plan)</li> </ul>	<p>Internally, there are currently 11 apprentices working within WCC departments:</p> <ul style="list-style-type: none"> <li>4 at County Fleet Maintenance</li> <li>3 ICT</li> <li>1 business admin - Trading Standards</li> <li>1 business admin - Waste Management</li> <li>2 arborists – Forestry</li> </ul> <p>A further 3 are being recruited, 1 in Business Admin and 2 Country Rangers.</p> <p>It is reported that all the apprentices are performing well and are attending college.</p> <p>Further apprenticeships are planned for the forthcoming years.</p> <p>The Apprenticeship Hub project is progressing well. The Hub Manager post has been filled through an internal secondment, and while they will officially start on 1st April, they have already been providing support to the temporary officer working on the project to provide additional capacity. A website page has been established, along with a dedicated e-mail address and phone number. Marketing materials have been developed and will be ready for the planned launch in Apprenticeship Week. Discussions have been held with all key partners, who are all highly supportive of the scheme and applaud the aims and ambitions of our project.</p> <p>The final data for Apprenticeship Starts in Warwickshire for the 2011/12 Academic Year (August - July) was 4690 starts, up from 4100 in 2010/11 and 2470 in 2009/10, the significant jump in 2010/11 was due to the Government choosing Apprenticeships as the</p>	

## Communities

		route for the majority of funded work based learning. The subsequent rise locally of 590 is due in part to increased marketing nationally of Apprenticeships but locally the LEP's 100 in 100 campaign and the work of the Councils Secondary Phase team in increasing the awareness of Apprenticeships in Schools will have significantly contributed.	
Delivering Phase 1 of NUCKLE which will connect people with job opportunities throughout the north-south corridor including Nuneaton, Bedworth, Coventry and later Kenilworth, Leamington and Warwick	<ul style="list-style-type: none"> <li>Design and build tender accepted March 2013</li> </ul>	<ul style="list-style-type: none"> <li>The procurement exercise for a 'Design and Build' contractor has started</li> <li>The Award of a Design and Build contractor for the project will be at financial close which is expected in late 2013.</li> </ul>	↑
Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin	<ul style="list-style-type: none"> <li>Announcement of Transport Pinch point Funding in early Autumn 2013</li> <li>Funding secured from Highways Agency "Pinch Point" fund September 2012.</li> <li>If unsuccessful continue to explore alternative funding streams during 2012/13.</li> </ul>	<ul style="list-style-type: none"> <li>The original cost element was approximately £12 million.</li> <li>The Highways Agency (HA) element of the scheme was estimated at £6million and they have secured funding of £10 million through the Autumn Statement to be spent on the scheme. The HA are now controlling their element of the scheme to include slip roads, signalised junctions and an additional lane on the B4451 over the M40 bridge.</li> <li>The WCC borrowing of £3 million was approved by full Council on the 5<sup>th</sup> February.</li> <li>Total cost of the WCC element of the scheme is £6.3M. WCC are awaiting the outcome of a £3.3M Regional Growth Fund bid. In addition a Local Pinch Point Fund (LPPF) bid to the DfT was submitted in February.</li> <li>JLR are now master planning for site development, this is creating uncertainty regarding site access design.</li> </ul>	↑
Working closely with Coventry and developers to unlock thousands of jobs at the Coventry Gateway site near	<ul style="list-style-type: none"> <li>Planning application submitted July 2012.</li> <li>Highways work start on site April 2013.</li> <li>If planning grants,</li> </ul>	The decision was deferred to January with a request for further information in April. The planning application is to be considered by the 12 June Planning Committee.	↔



## Communities

Baginton	construction of first buildings April 2013.		
Deliver Superfast broadband as an aid to economic growth	<ul style="list-style-type: none"> <li>To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband services of at least 2Mbps available to 100% of properties.</li> </ul>	<p>The project is currently running in line with the revised plan.</p> <ul style="list-style-type: none"> <li>The Clarification phase with the bidders has been completed and work is now ongoing to evaluate the responses in partnership with BDUK.</li> <li>A capital spend profile will be developed once the contract has been finalised with the successful bidder.</li> <li>Work is continuing in the following areas to prepare for contract finalisation.</li> <li>Work is continuing in the Data Room creating the latest versions of mapping for the project, these have been published on the website.</li> <li>The latest newsletter has been issued with a push to drive up responses to the business and residents' surveys. We are pushing to get all the information in by mid-April and we have already had a good level of response. The information received will be fed into the Data Room in time for producing the final intervention maps as part of the State Aid application.</li> </ul>	↑
No of Looked After Children aged 16-19 involved in work based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).	90%	<p>Warwickshire gained the Care2Work Quality Mark Award in August 2012. This is a national project managed by Catch22's National Care Advisory Service (NCAS) which aims to improve employability outcomes for young people leaving care, by creating employability opportunities with national employers and sharing good practice between local authorities. The Quality Mark recognises those local authorities who demonstrate a commitment to improving employability and helping care leavers into the world of work. We are currently reviewing our plan, and are pleased that all actions plans are progressing well. The Care2Work plan will be reviewed each year and copies are available upon request.</p> <p>Our "Information Playing Cards" were launched in August 2012, and these have been provided to all looked after children over 13 years of age, and all care leavers up to 21. They were designed with care leavers to provide info via scanned bar codes to websites re improving employability, active citizenship and support to overcome obstacles to achievement. We are monitoring the usage of these cards and so have a new way to listen to what our young people are interested in, this means we can ensure that our staff are appropriately trained and able to meet their needs. We have held two county</p>	↑

		<p>workshops this year with a focus on improving employability for care leavers and comprehensive guidance has been developed for staff to support them to provide a high quality service.</p> <p>The leaving care service has developed a productive partnership with Nick Gower-Johnson's service. This has enabled 29 care leavers across the county to receive additional individual support to overcome their barriers to employability. This is funded through the DWP Priority Families initiative. We are now improving our links with JobCentre Plus to improve support to our care leavers across county. We are also developing links with our partners and commissioned services to promote volunteering and work placements. So we continue to complement our core work with new initiatives.</p> <p>The Tiffin Club has recently become a registered Charity and within the council there is great commitment to continue the Olympic legacy and raise funds to provide supplementary support for looked after children and care leavers. They continue to provide mentoring for LAC and care leavers, and are developing employability opportunities.</p> <p>We have almost completed the development of our database system to monitor the percentage of care leavers who have been in employment, training and education. In December 2012, the CSWP reported that 94% of looked after children in Warwickshire progressed into positive destinations. In April 2013, 82% of our care leavers who remained in contact with us continued to be in education, employment or training. We are monitoring this up to 21 years of age in the future.</p>	
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Appendix V - Use of Reserves - People Group

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
Safeguarding	(966)	1,693						
Adoption			(107)		This funding will cover commitments / promises / agreements made during the Adoption processes – It relates to the timing differences of the commitments & the expenditure which are dependent upon court timetabling.			
			(120)		There is £70,000 earmarked for functional family therapy as part of our project [Dartington] to reduce numbers of looked after children. We were working with 2 other local authorities to tender for the project [which we were going to apply very narrowly to 25 families over the course of the year]. An additional £120,000 'pump-priming' money would provide us with our own service. We would be able to use it to a wider client group and, once up and running, it would be funded from some of the resources freed up through the reduction in looked after numbers and, in turn, would enable us to make further savings.			
Business Unit Non Earmarked Reserve							500	To cover any potential costs that may arise from the continuing transformation of the Safeguarding Service. This reserve will be used to also cover unforeseeable and / or uncontrollable future events such as increases in LAC numbers before the beneficial effects of early intervention and service changes & initiatives have chance to reduce expenditure. This has been calculated at 1.5% of revenue budget - in contrast it should be noted that LAC / workload numbers have increased by 13% in the last year with case loads increasing by a similar %. The reserves will also be used to smooth over any under or overspend over financial years as well as any slippage on future savings plans from one year to the next.
Social Care and Support	12,356	(1,367)				5,312		
PC Replacement			(120)		PC & other Technology maintenance and enhancement of the tools available to social workers & other key workers to aid modern & flexible working as well as new methods of working.			
Change & Early Intervention in Adult Social Care			(1,500)		This funding will be utilised to provide funding for commissioning change within Adult Social Care as well as funding one off costs in relation to developing early intervention work within Adult Social Care.			
Self financed borrowing				(4,302)	To reduce self financed borrowing			
Business Unit Non Earmarked Reserve							10,379	This reserve addresses general service risks recognising the scale, volatility and overall risk associated with adult social care services and the need to protect the wider council from the impact of these. It manages exposure relating to unpredictable changes, such as serious winter pressures (e.g. flu epidemic), unexpected market pressures (e.g. judicial review), and changes in health which may adversely impact social care. This reserve is subject to further planned contributions to and uses of reserves in 2013/14.
Business Manager	1,300							
Self financed borrowing				(1,300)	To reduce self financed borrowing			

Appendix V - Use of Reserves - People Group (Continued)

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
Strategic Commissioning	2,534	427						
Supporting People			(71)		The service has underspent in 2012/13 and proposes to use the underspend to buy time to deliver the last of its savings plans in 2013/14 which will reach £1.2 million per annum for the current MTFP.			
Carers strategy			(80)		To pay for a programme of works around Dementia training for care home staff to improve quality of services.			
Meals service			(62)		The Meals Service underspend was due to lower than anticipated demand and uncertainty caused by on-going contract negotiations with the old provider. The carry forward will be used as a one off payment to the new provider to cover redundancy costs incurred through the re-commissioning of this contract.			
Handyperson			(32)		The underspend on the Handyperson contract with Age UK was as anticipated and due to low utilisation. The carry forward request is to cover the commitment that will fall due in 2013/14 after giving notice on the current contract.			
Business Unit Non Earmarked Reserve							2,716	£1.110 million is to be held to cover the general risk of overspends from year to year and to cover risks around the delivery of savings plans. £0.782 million for the specific purpose of investment in social care services that benefit health. £0.824 million for the specific purpose of being a bidding fund for adult social care capital developments.
Early Intervention and Family Support	1,320	(1,070)						
Business Unit Non Earmarked Reserve							250	To cover any potential costs that may arise from the reshaping of the Early Intervention function as well as pump priming initiatives including Early Intervention invest to save projects based on 5% of services budget - The funding will also be used to smooth over any under or overspends over financial years as well as Academic years including the contributions made from Traded Services.
Learning and Achievement	1,727	317						
Education Psychology Service			(55)		During 2012/13 EPS advertised several posts which ultimately they were not able to fill due to a lack of suitable applicants. In response to this recruitment issue it was proposed that they employ assistant EP's and support their development requirements with a view to having fully qualified EP's in the long term that they would then be able to finance through trading. The carry forward request is to cover the interim development period until the posts are funded through trading.			
Childrens Centres			(32)		The governance of Newbold Riverside Children's Centre transferred into the Local Authority during 2012/13 when the school became an academy, however the school retained the governance of the childcare but did not TUPE the existing staff. Therefore the Children's Centre has lost the nursery income but is still incurring the staffing costs. The carry forward request is to cover these costs in the short term while the Children's Centres are undergoing a commissioning review which will see a complete change in arrangements from 2014/15. It is also possible that these staff might be employed to deliver 2 year old childcare in the Newbold area.			
Pump Priming & support for new delivery model for school improvement			(820)		The funding will support a schools led model for school improvement that will reduce dependency on the local authority. Having this one off funding will enable the service to restructure the internal staffing structure to ensure the model is sustainable. The £820,000 includes resources to support redundancy costs as well as one off funding to support the model itself. Without this funding the pace at which improvements in the services to schools can be made and savings can be delivered to the local authority will be slower.			
Non DSG Reserve							1,137	This reserve is intended to cover general service risks and to smooth over any under or overspends over financial years as well as Academic years. A key risk is unforeseeable costs that may arise from the reshaping of the Learning & Achievement function. This reserve is equivalent to 2.5% of the service budget.
<b>Total People Group</b>	<b>18,271</b>	<b>0</b>	<b>(2,999)</b>	<b>(5,602)</b>		<b>5,312</b>	<b>14,982</b>	

Appendix V - Use of Reserves - Resources Group

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
<b>Customer Services</b>	<b>491</b>	<b>(299)</b>						
General Customer Services			(192)		This funding is required to support some key initiatives across the Customer Services and Communications Business Unit including: Full roll out programme for the General Complaints procedure, following it's recent review (£22,000); to progress the Digital By Default programmes (£65,000); improvements to the Registrations service including on-line development, purchase of scanning software, and support to undertake scanning of historical records and certificates (£105,000).			These are key initiatives to support and improve further the customer framework and Registrations service for Warwickshire County Council. Long term benefits will not be realised if the funding is not agreed as well as putting pressure against the 2013/14 budget for known one-off expenditure that will be incurred.
<b>Finance</b>	<b>1,487</b>	<b>(1,386)</b>						
Finance Training			(101)		This funding will also allow the implementation of a finance training programme across the Authority to deal with the new Finance Service Offer to the Authority, involving both Finance Staff and Non Finance Staff. This requires external support. Benefits will be a more financially literate workforce.			The Agresso system is the key component for managers to effectively report and monitor their financial position. As the financial position reduces over the next few years, financial awareness and training will be critical to mitigate financial risk across the Authority.
<b>Human Resources</b>	<b>1,129</b>	<b>(613)</b>						
Training			(139)		This funding is required to support some key initiatives across the Human Resources and Organisation Development Business Unit, including: To deliver training initiatives across a number of areas including: of the newly formed corporate Health and Safety Team in 'Train the Trainer refresher' and 'Auditing Skill'. Further training for 1) one module of CIPD for one employee, 2) conflict resolution skills and 3) delivery of HR skills training to the HR advisory service as identified in the Employee Relations business plan. (£13,000). Relaunch the AssessRite system and implement the Learning Pool e-learning and learning management system (£49,000); To run a series of workshops and training events to support the implementation of the Appraisal and Capability policies for teaching staff (£17,000); To provide additional support the HR Advisory Service to schools to develop the service thereby increasing buy back levels from Academies (£30,000); Additional resources required to support the People Group Transformation programme (£30,000).			Delivery of this training will ensure we have an appropriately skilled Health and Safety workforce to deliver the Health and Safety plan and meet employer and legislative obligations. All these elements will help to ensure HR Advisors offer more robust and seamless support to line managers. AssessRite is an essential tool to ensure the council meets its DSE obligations and plays a key role in preventing muscular skeletal injuries .
Apprenticeships			(377)		Member approved the Apprenticeships initiative as part of the Going For Growth strategy. Funding was released late in the year with expenditure planned during 2013/14.			
<b>Information Assets</b>	<b>1,357</b>	<b>(220)</b>						
IT Development			(341)		This funding is required to support some key initiatives across the Information Assets Business Unit, including: Deliver additional requirements associated with the Property Rationalisation Programme (£96,000); Google roll out, to take account of activities unavoidably delayed from failure of G-Cloud timelines via Google and Cabinet Office. This will cover the phase 2 Google Docs training (£120,000); to allow additional replacement of PCs as part of the technical refresh programme (£125,000).			
Equipment Reserve							171	Information Assets - Equipment reserve. This fund relates to provision allowed for Information Assets Business unit to procure equipment as required. This is funded through contributions from within the services to allow for future expenditure.
PC Unit charge							625	PC Unit Charge Equalisation Account. This provision funds the PC Unit replacement programme and is utilised in line with the contract . The fund will be drawn down as required within the programme.
<b>Law and Governance</b>	<b>223</b>	<b>(155)</b>						
Governor Services			(68)		This funding is required to support some key initiatives across the Law and Governance Business Unit, including: additional school improvement support for schools in a category of concern, particularly those identified through Ofsted as Requiring Improvement, Serious Weakness or Special Measures. Since the new Ofsted Framework September 2012 a number of schools have been inspected by Ofsted and have been required to undertake a Governance Review of Governing Body processes (£10,000); Further implementation of the full benefits of CMIS and associated training and development of officers and members and (£25,000); additional support to change initiatives as part of the transformation programme (£33,000).			

Appendix V - Use of Reserves - Resources Group (Continued)

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
<b>Physical Assets</b>	<b>938</b>	<b>80</b>						
Property Revaluation			(80)		Requirement to revalue all of the Council's property portfolio in 2113/14 for Capital Accounting Purposes (including smallholdings). Specific funding has not been approved for this work. It is proposed that consultancy staff are appointed to carry out this task to allow the existing teams to focus on core priorities: property disposals and achieving the Property Rationalisation Programme and property savings.			
Low Energy Initiatives					Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed. Funding will be drawn down from the reserve if required during 2013/14.		403	Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed.
Catering					The catering service to schools is based on a charge for a standard number of working days per school. This approach allows schools to have a consistent cost, which they can budget for as part of their financial planning. However, the number of working days that the service is delivered in schools changes each year because of various factors including: when the Easter Holidays fall, number of bank holidays etc. This impacts on the level of income that can be generated through the service and this equalisation account allows for annual differences between costs and income.		302	The schools catering services works on a three year cycle, in that all costs and expenditure match over this period. The equalisation account allows for these movements to be managed in a structured way and any movements out the reserve would impact directly on the Business Unit financial position and potentially reduce the opportunity to deliver other services.
Equipment Procurement							35	This fund relates to provision allowed for the Cleaning and Catering services to procure equipment as required. This is funded through contributions from within the services to allow for future expenditure.
Carbon Reduction Scheme							198	This relates to the reserve to fund Carbon Reduction Scheme Credits, the government initiative to apply a level to CO2 usage across the Warwickshire property portfolio.
<b>Service Improvement</b>	<b>368</b>	<b>(355)</b>						
WES Services Marketing			(13)		To develop a new WES website to effectively support the marketing strategy for WES Services. The current website does not meet business or customer needs and is hindering current ability to effectively market and generate new demand for WES Services. A newly designed and improved website will support the overall WES Strategy to improve customer retention.			
<b>Resources Group Reserves</b>	<b>645</b>	<b>2,948</b>						
Transformation Fund					The Resources Group continues to implement Information Management improvements for the Council. These initiatives will reduce the amount of paper entering the authority by rolling out eInvoicing and Scanning mail when it arrives. This programme is also reviewing key Business Systems and how information is both stored and used across the Authority. The result will see improved real time reporting for managers and members.		2,751	Initiatives have already been started with planned commitments over the coming year. Failure to retain this funding will result in abortive work that would impact on the Groups ability to significantly improve its information management processes and procedures, that will support and enhance information for managers across the Council and Members.
Repay Borrowing				(842)	This will be used to repay some of the Resources Group self financing debt, in particular early repayment of borrowing associated with the Financial System and some energy initiatives previously agreed, This approach will save the Council in the region of £200,000 in interest charges.			
General Savings								
<b>Total Resources Group</b>	<b>6,638</b>	<b>0</b>	<b>(1,311)</b>	<b>(842)</b>		<b>0</b>	<b>4,485</b>	

# Appendix V - Use of Reserves - Communities

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
<b>Sustainable Communities</b>	5,484	(146)				(100)		
Going for Growth Funding			(979)		Balance of multi-year Going for Growth funding approved by Cabinet in January 2013.			
Rural Growth Network			(2,410)		Balance of Rural Growth Network Grant received in 2012/13 but intended for use on Rural Growth Network Initiatives in 2013/14. Funding is effectively ring-fenced for Rural Growth Network initiatives.			
Dilapidation Works, Bayton Road Hub			(50)		This carry forward is to fund work to the Hub which has already been committed but was not completed in 2012/13.			
Planning and Development			(12)		A carry forward request to deal with potential economic trends due to fluctuations in the market.		50	To manage the volatility of income streams in Development Group, e.g. planning application fees, which continue to be adversely affected by the current economic climate.
Regeneration Projects - Business Unit Portfolio			(95)		Carry forward to cover fluctuations in income and the unanticipated impact of sale of shares in UWSP.		317	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.
Regeneration Projects			(50)		To establish infrastructure for data capture measuring activity of urban centres to assess effectiveness of WCC interventions e.g. Operation Football.			
Waste Management			(355)		Inflationary difference on Waste Management Landfill Tax, £60,000 Invest to save - LAWDC / Hellhole biofuel, £105,000 Campaign to support the outcome of the waste composition analysis £190,000			
Self financed borrowing				(920)				
<b>Localities and Community Safety</b>	3,918	(146)				(327)		
Heritage and Culture, Community Safety and Drug and Alcohol Action Team ring-fenced reserves							526	Comprises donations to Heritage and Culture and pooled partner resources for the DAAT which must be used for specified purposes.
Flood Management			(54)		2012/13 Element of Flood Resilience Community Pathfinder money. This was awarded by government to WCC on 25 March 2013 and so could not be spent in 2012/13.			
Flood Management			(285)		Carry forward to fund the need to put into effect statutory duties as a result of the 2010 Flood and Water Management Act which it is expected will involve a number of actions including the development of an asset register, developing a Local Flood Risk Management Strategy, gearing up for becoming a SuDS Appraisal Body in April 2014, developing business cases to apply for funding and undertaking capital works in areas where funding is not available.			
Heritage & Culture			(100)		Matched funding contribution to Heritage Lottery Fund bid (likely to be spent in 2013/14). Use of money is dependent on scheme going ahead. If the scheme does not go ahead then it will be returned.			
Trading Standards			(75)		TS Intelligence Project (with Observatory). Supports enhancing our intelligence led approach, focussing a smaller resource on highest harm causers. Money will be spent on TS / Observatory officer time to develop the approach.		65	Trading Standards Calibration surplus to fund service development and equipment replacement.
Proceeds of Crime Reserve							11	Proceeds of Crime Act income ring-fenced to fund further cases.
Community Safety Statutory Reviews Reserve							91	Ring-fenced sum to fund unavoidable costs of Community Safety statutory reviews on domestic homicide.
Priority Families			(399)		£350,000 is the balance of ring-fenced government funding for the Priority Families initiative expected to be spent in 2013/14. The remainder is to support work with families of individuals who are in prison. Work has been planned in 2012/13 for delivery in 2013/14 via People Group and HM Prison Service. This is to take forward work for this client group which is included within one of the local filters that are used to identify families for the Programme. Identifying the families concerned has been a complex process and we have not been able to start work in 2012/13.		173	This is the balance of ring-fenced government funding for the Priority Families initiative expected to be spent in subsequent financial years.
Family Intervention Project							769	Funding required to meet future costs of the Family Intervention Project
Youth Justice Service			(22)		Secure Remand Reserve, due to new responsibility for remand as a result of the Equality Impact.		90	Secure Remand Reserve, due to new responsibility for remand as a result of the Equality Impact.
Self financed borrowing				(785)				

**Appendix V - Use of Reserves - Communities (Continued)**

Service	Balance on Reserves at 31 March 2013 £'000	Change in Reserves after Outturn £'000	Carry Forward to 2013/14 £'000	Repay Borrowing £'000	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013 £'000	What risks or expected spend is this being held for?
<b>Transport and Highways</b>	2,314	292						
Road Safety & Traffic							13	School crossing patrols. Estimated charges to People Group were too high in 2012/13 and need to be returned in 2013/14. This carry forward is to return the funding to People Group in 2013/14.
Road Safety & Traffic - Speed Awareness Workshop Reserve			(250)		Income from Speed Awareness Workshop fees was sufficient to cover costs in 2012/13 without drawing on the service's base budget. Therefore, it is proposed to carry forward the unspent base budget to repay self financed borrowing in 2013/14.		1,228	This money which has been generated from surpluses on the Speed Awareness Workshop courses is effectively ring-fenced as it is jointly controlled by Warwickshire County Council and the Police.
County Fleet Management & Maintenance			(65)		Purchase of replacement recovery and pool car vehicles in 2013/14		175	This is the balance on the County Fleet Maintenance and Management Reserve which is needed to manage potential fluctuations in trading performance.
Design Services			(50)		To support legal costs relating to a dispute with a developer over work on a section 278 scheme.		4	Residual reserve amount to cover anticipated legal costs on a disputed section 278 scheme.
Road Safety & Traffic			(45)		Cycle Training carry forward surplus to assist business unit in 2013/14			
Road Safety & Traffic			(15)		Vehicle Activated Signs - this funding has been committed in 2012/13 but we will not incur the expenditure until the 2013/14.			
Road Safety & Traffic			(60)		Driver Education Services (works committed)			
Transport Operations			(312)		Carry forward surplus Concessionary Travel funding for use on Concessionary Travel costs in 2013/14.			
Transport Planning - Kenilworth Station Reserve							188	Reserve held for potential costs in developing Kenilworth Station, including the liability for additional rates to be paid on land at Warwick Road, purchased as part of the project.
Transport Planning			(118)		Traffic Model Revenue Fund - to support the business model for WCC microsimulation model maintenance			
Transport Planning			(83)		Integrated Transport and Safer Routes Capital Scheme Funding			
<b>Public Health</b>	427					53		
Mental and Wellbeing development			(261)		These are sums which remained unspent in the PCT's Public Health budget at the end of 2012/2013, which they have paid over to be spent on specific PH activities. They are effectively ring fenced but technically have to be treated as carry forward. They are planned to be spent on dementia post diagnosis support, mental health and wellbeing and further public health transition works.			
Public Health			(50)		Advice and input for GPs in delivering Public Health Agenda.			
Public Health			(97)		Engagement, Awareness and implementation of the Health and Wellbeing Strategy for the Wellbeing Board			
Public Health			(17)		Winter Pressures - Focusing key affordable warmth messages on vulnerable groups, in an attempt to avoid unnecessary hospital admissions.; Support and promote existing Warm and Well Information & Advice Campaign; Establish an Affordable App for dissemination of Affordable Warmth information to Smartphone devices.			
							53	Public Health Settlement
Self financed borrowing				(2)				
<b>Communities Group Reserves</b>	4						4	
<b>Total Communities Group</b>	<b>12,143</b>	<b>0</b>	<b>(6,309)</b>	<b>(1,707)</b>		<b>(374)</b>	<b>3,753</b>	



# Appendix V - Use of Reserves - Fire and Rescue Service

Service	Balance on Reserves at 31 March 2013	Change in Reserves after Outturn	Carry Forward to 2013/14	Repay Borrowing	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013	What risks or expected spend is this being held for?
	£'000	£'000	£'000	£'000			£'000	
<b>Fire and Rescue</b>	<b>2,538</b>							
Fire Earmarked (Grants)			(1,719)		This will be used to support the on-going implementation of the Fire Control Project.			
Fire Earmarked (Grants)			(56)		This will be used to support the use of our National Resilience assets including, maintenance, equipment replacement and training.			
Pensions (Former Fire)							872	The Service is requesting that the existing FF Pension Reserves is retained to support potential future contributions.
Capacity Building Fund		109			Contribution to costs associated with incident at AoS			
<b>Total Fire and Rescue Service</b>	<b>2,538</b>	<b>109</b>	<b>(1,775)</b>	<b>0</b>			<b>872</b>	

# Appendix V - Use of Reserves - Other Services

Service	Balance on Reserves at 31 March 2013	Change in Reserves after Outturn	Carry Forward to 2013/14	Repay Borrowing	What the requested carry forward will fund	2013/14 Budget	Retained Balance at 1 April 2013	What risks or expected spend is this being held for?
	£'000	£'000	£'000	£'000			£'000	
<b>Other Services</b>								
Quadrennial elections	312		(312)		2013 Election expenses reimbursed to Warwickshire District & Borough Councils			
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)			AoS Incident		839	
Equal Pay Back Pay Account	1,655						1,655	
External Audit	232						232	
Community Infrastructure Levy	301						301	
NHS Grant	2,218						2,218	
<b>Total Other Services</b>	<b>5,666</b>	<b>(109)</b>	<b>(312)</b>	<b>0</b>			<b>5,245</b>	

**Appendix V - Use of Reserves - Other Services**

Service	Balance on Reserves at 31 March 2013	Repay Borrowing	Carry Forward to 2013/14	What the requested carry forward will fund	Retained Balance at 1 April 2013	What risks or expected spend is this being held for?	Transfer to General Reserves
	£'000	£'000	£'000		£'000		£'000
<b>Other Services</b>							
Quadrennial elections	312		312	2013 Election expenses reimbursed to Warwickshire District & Borough Councils			
Capacity Building Fund (former Development/Modernisation Fund)	948				948		
Equal Pay Back Pay Account	1,655				1,655		
NHS Grant	2,218				2,218		
<b>Total Other Services</b>	<b>5,133</b>	<b>0</b>	<b>312</b>		<b>4,821</b>		<b>0</b>