

## Cabinet

13 September 2012

### Quarter 1 2012/13 Organisational Health Report: Finance, Performance & Risk (April – June 2012)

#### Recommendations

It is recommended that Cabinet:

- 1) Review and comment on the Qtr. 1 (April – June) 2012/13 performance against targets set. (Appendix T)
- 2) Review and approve the revised targets for 4 measures within the Corporate Business Plan as detailed in the Change Request Form (Appendix U)
- 3) Review and comment on Qtr. 1 (April – June) 2012/13 performance against the Going for Growth targets set (Appendix V)
- 4) Notes the Qtr. 1 (April – June) 2012/13 revenue outturn position and the reserves at year-end.
- 5) Approves the net transfer to reserves totalling £0.783 million
- 6) Notes the Qtr. 1 (April – June) 2012/13 performance against the 2012/13 Savings Plan and the comments on the delivery of the savings highlighted by Strategic Directors.
- 7) Notes the revised capital payments totals and the revised financing of the 2012/13 capital programme as detailed in Table 3 and detailed in Appendices A to S.
- 8) Notes the projection of estimated capital spending and financing for future years.
- 9) Notes the impact of the 2012/13 forecast financial performance on the delivery of the Medium Term Financial Plans as outlined in Section 4.
- 10) Notes the management of significant risks as outlined in Section 7.
- 11) Reviews and comments on the detailed messages highlighted by Corporate Board in Section 8.

## **1.0 Key Issues**

- 1.1. The following report provides Members with a joint picture of how the Organisation has performed in terms of delivering on our key performance measures, financial management of our resources including capital budgets and savings plans for Qtr. 1. 2012/13 and managing and responding to significant risks (i.e. strategic and business unit risks which have following mitigation a residual 'red' rating).
- 1.2. The purpose of this report is to inform Members of the forecast 2012/13 performance and financial position of the authority and individual services, based on information available at the end of Quarter 1. In terms of performance, the report highlights the progress of the delivery of each of our Corporate Ambitions and it highlights the response to significant risks facing the organisation.

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

- 2.1. The Qtr. 1. (April – June) 2012/13 Performance Summary (**Appendix T**) provides Members with a summary of progress against the delivery of our Corporate Ambitions. The Performance Appendix also contains links to further supporting information in each of the Business Unit Plans.
- 2.2. The Aims and Ambitions are supported by a set of 58 strategic measures which collectively provide Members with a robust view of the progress that the Authority has made over this financial year in working towards delivering the Corporate Aims and Ambitions. All of the 58 measures are contained within the relevant Business Unit Plans.
- 2.3. At the end of Qtr. 1, we are able to report progress 36 of the 58 measures. Of the 18, we are unable to report against for Qtr.1, 11 measures are collected annually and 7 measures the data is not currently available. However, progress against these measures will be reported on later in the year and as soon as the data becomes available.
- 2.4. There are a further 4 performance measures in the Corporate Business Plan that will be reported against in 2013/14. 2 of these are bi annual customer satisfaction survey measures, delivery of the County Council's new and continuing duties to improve public health which is not applicable until March 2013 and Increase in satisfaction following completion of service redesign.

### **Proposed Changes to Targets in the Corporate Business Plan**

- 2.5. There are 4 measures within the Corporate Business Plan that we are seeking approval by Cabinet to amend for 2012/13 as a result of changes that have been made to the Adult Social Care Outcomes Framework since the measures and targets were formally approved by Cabinet in January 2012.

- 2.6. The proposed changes to the targets within Adult Social Care, are as a result of changes to either the definition/ method of collection or better than expected 2011/12 results. The Change request form detailing the specific measures and the proposed changes to the targets is attached at Appendix U. If the proposed targets are agreed by Cabinet then progress against them will be reported from Mid-Year onwards.

### Qtr. 1 2012 /13 Performance Highlights

The table below presents Qtr. 1 performance information by 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           | Total     | NYA | Not Collected in 2012/13 |
|--|---------------|----------------|-----------------|-----------|-----|--------------------------|
| <b>Ambition 1: Community &amp; Customers</b>           | 1(50%)        | 0              | 1(50%)          | 2         | 1   | 2                        |
| <b>Ambition 2: Safety &amp; Protection</b>             | 0             | 2 (10%)        | 8 (80%)         | 10        | 3   | 0                        |
| <b>Ambition 3: Care &amp; Independence</b>             | 0             | 1 (13%)        | 7 (87%)         | 8         | 4   | 1                        |
| <b>Ambition 4: Enterprise, Transport &amp; Tourism</b> | 1(14%)        | 0              | 6 (86%)         | 7         | 1   | 0                        |
| <b>Ambition 5: Environment &amp; Housing</b>           | 0             | 1(50%)         | 1 (100%)        | 2         | 1   | 0                        |
| <b>Ambition 6: Schools &amp; Education</b>             | 0             | 1 (50%)        | 1(50%)          | 2         | 3   | 0                        |
| <b>Ambition 7: Organisation</b>                        | 0             | 0              | 5 (100%)        | 5         | 5   | 1                        |
| <b>Total</b>   | <b>2 (5%)</b> | <b>5 (14%)</b> | <b>29 (81%)</b> | <b>36</b> | 18  | 4                        |

- 2.7. Overall, at the end of Qtr. 1, we are forecasting that for 2012/13, we are on track to deliver 81% of all available performance measures (29 out of 36 available)
- 2.8. Only 2 measures are forecast to miss the target set. One in relation to the procurement of local broadband which has been delayed by 1 month and further details are provided in the Ambition 1 section of Appendix T and the Length of highway network where surface treatment was achieved. Further details are provided in the Ambition 4 section of Appendix T.
- 2.9. 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. These results will be available in November 2012 but early indications show that we are on track to deliver improved levels of educational attainment for the children of Warwickshire.

### 3.0 Going for Growth

- 3.1 The Qtr. 1. (April – June) 2012/13 Going for Growth Summary (**Appendix V**) provides Members with a summary of progress against the delivery of our Going for Growth Agenda. The Measures and Targets for Going for Growth were agreed by Cabinet on the 16<sup>th</sup> June and are set over the longer term. We will continue to monitor progress against the delivery of these targets during the course of 2012/13.

### 4.0 Financial Monitoring – High Level Summary

- 4.1. Table 1 provides a one page summary of the financial performance of each service compared to the plans approved in March. At the end of Quarter 1 the projected revenue outturn position for the authority is an underspend of £1.132 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £1.138 million. This overspend will be met from schools reserves and will not impact on the level of corporate resources.
- 4.2. This means the projected outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £2.270 million. Any projected underspends by services form a contribution to their reserves. This money is then available to support spending in future years and to assist in any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.
- 4.3. A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

| Table 1: Summary of 2012/13 Financial Performance as at Quarter 1 |  |   |   |   |   |
|---|--|---|---|---|---|
| Col.1   | Col. 2                                       | Col. 3  | Col. 4  | Col. 5  |   |
| App.  | Group/ Service                               | Revenue<br>(Under)/<br>Over<br>Spend<br><br>£'000 | Savings<br>(Above)/<br>Below<br>Target<br><br>£'000 | Capital Programme                             |   |
|   |  |   |   | 2012/13<br>(Under)/<br>Over<br>Spend<br>£'000 | Variation<br>to total<br>capital<br>budget<br>£'000 |
|   | <b>People Group</b>                          |   |   |   |   |
| A   | Safeguarding*                                | 1,307   | 165   | (10)  | 0   |
| B   | Social Care and Support                      | (1,049)   | (589)   | 157   | (1)   |
| C   | Business Manager*                            | 658   | 450   | (1,201)                                       | (1,251)   |
| D   | Strategic Commissioning*                     | (207)   | 87  | -   | -   |
| E   | Early Intervention and Family Support*       | (387)   | 393   | (129)   | (304)   |
| F   | Learning and Achievement*                    | 1,332   | 331   | (8,303)                                       | (2,701)   |
|   | <b>Resources Group</b>                       |   |   |   |   |
| G   | Customer Service                             | (66)  | 36  | (477)   | (48)  |
| H   | Finance                                      | (34)  | 0   | 0   | 0   |
| I   | Human Resources & Organisational Development | (13)  | 0   | -   | -   |
| J   | Information Assets                           | 76  | 0   | (129)   | (3)   |
| K   | Law and Governance                           | (160)   | (2)   | 0   | 0   |
| L   | Physical Assets                              | (90)  | 796   | 1,231   | (340)   |
| M   | Service Improvement and Change Management    | (36)  | 0   | -   | -   |
|   | <b>Communities Group</b>                     |   |   |   |   |
| N   | Sustainable Communities                      | (451)   | (184)   | 1,462   | 12,912  |
| O   | Localities and Community Safety              | (810)   | 0   | 386   | 398   |
| P   | Transport and Highways                       | 118   | 0   | 2,947   | 4,800   |
| Q   | Public Health                                | 0   | -   | -   | -   |
| R   | <b>Fire and Rescue</b>                       | 83  | 0   | 374   | (54)  |
| S   | <b>Other Services*</b>                       | (1,403)   | -   | -   | -   |
|   | <b>Total</b>                                 | <b>(1,132)</b>                                    | <b>1,483</b>  | <b>(3,692)</b>                                | <b>13,408</b>                                       |

Note: \* indicates services where the revenue outturn is partly funded by DSG. Column 3 shows the total revenue underspend for each service. 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 2011/12. 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 2011/12 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 £40.891 million for 2012/13. Currently savings of £35.290 million have already been delivered and a further £4.118 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £1.483 million under achievement in the delivery of the savings plan in 2012/13. The detail of the delivery of the savings plan on a service by service basis is also shown in Appendices A to S. The impact of any underachievement of savings is highlighted in Section 9 where the impact of the financial information presented in this report is considered.

4.5. In the detailed service estimates agreed by Council in March, the approved estimated value of capital payments due in 2012/13 was £107.602 million. The latest forecast for 2012/13 capital payments is £103.910. This £3.692 million reduction is primarily a result of the re-phasing of project spend from 2012/13 into future years. The key messages in relation to the capital budget and its financing are highlighted in Section 6.

## 5.0 Revenue Spending

5.1. Since the service estimates were approved in March there have been a number changes to the budget. These changes are due to agreements between Heads of Service in the delivery of the 2012/13 budget as well as the adjustment of revenue budgets, flowing from the approved carry forwards in the 2011/12 Q4 Organisational Health report. As a result the current budget is £15.218 million higher than the original budget reported to Council in March.

5.2. The effect of these adjustments is shown in Table 2. The remainder of the section highlights the key areas of under/overspending.

| Table 2: 2012/13 Revenue Budget – Summary of Agreed and Projected Changes |   |                                  |                            |                            |                |              |
|---|---|----------------------------------|----------------------------|----------------------------|----------------|--------------|
| App.  | Group/ Service                                  | Budget as<br>01/04/2012<br>£'000 | Agreed<br>Changes<br>£'000 | Revised<br>Budget<br>£'000 | Variation      |              |
|   |   |                                  |                            |                            | £'000          | %            |
|   | <b>People Group</b>                             |                                  |                            |                            |                |              |
| A   | Safeguarding                                    | 36,071                           | (219)                      | 35,852                     | 1,307          | 3.6%         |
| B   | Social Care & Support                           | 99,936                           | 620                        | 100,556                    | (1,049)        | -1.0%        |
| C   | Business Manager                                | 17,088                           | 76                         | 17,164                     | 658            | 3.8%         |
| D   | Strategic Commissioning                         | 16,407                           | 495                        | 16,902                     | (207)          | -1.2%        |
| E   | Early Intervention and Family Support           | 17,351                           | (420)                      | 16,931                     | (387)          | -2.3%        |
| F   | Learning and Achievement                        | 64,933                           | 3,198                      | 68,131                     | 1,332          | 2.0%         |
|   | <b>Resources Group</b>                          |                                  |                            |                            |                |              |
| G   | Customer Service                                | 9,074                            | 170                        | 9,244                      | (66)           | -0.7%        |
| H   | Finance   | 4,500                            | 2,240                      | 6,740                      | (34)           | -0.5%        |
| I   | Human Resources & Organisational<br>Development | 4,419                            | 172                        | 4,591                      | (13)           | -0.3%        |
| J   | Information Assets                              | 6,335                            | 329                        | 6,664                      | 76             | 1.1%         |
| K   | Law and Governance                              | 1,110                            | 34                         | 1,144                      | (160)          | -14.0%       |
| L   | Physical Assets                                 | 14,043                           | 416                        | 14,459                     | (90)           | -0.6%        |
| M   | Service Improvement and Change<br>Management    | 2,455                            | 28                         | 2,483                      | (36)           | -1.4%        |
|   | <b>Communities Group</b>                        |                                  |                            |                            |                |              |
| N   | Sustainable Communities                         | 20,107                           | 2,519                      | 22,626                     | (451)          | -2.0%        |
| O   | Localities and Community Safety                 | 9,955                            | 1,699                      | 11,654                     | (824)          | -7.1%        |
| P   | Transport and Highways                          | 26,183                           | 1,943                      | 28,126                     | 118            | 0.4%         |
| Q   | Public Health                                   | 135                              | 58                         | 193                        | 0              | 0.0%         |
| R   | <b>Fire and Rescue</b>                          | 19,483                           | 1,869                      | 21,352                     | 83             | 0.4%         |
| S   | <b>Other Services</b>                           | (46,167)                         | (8)                        | (45,586)                   | (1,403)        | 3.0%         |
|   | <b>Total</b>                                    | <b>323,418</b>                   | <b>15,218</b>              | <b>338,636</b>             | <b>(1,132)</b> | <b>-0.3%</b> |

5.3. The most significant areas of variation are in relation to:

- **Safeguarding** – The forecast overspend is predominantly due to the increasing numbers of child protection cases, in addition to higher than anticipated payments to sessional staff who, as directed by the Courts, must be present for child family meets. The service is delaying some project work in order to correct this variance.

- **Social Care & Support** – The service continues to focus on achieving current savings plans and as far as possible 'prepare ahead' for future challenges. Despite putting in place additional temporary staffing to ease pressures, some vacancies have been hard to fill and others have been held pending a redesign, so there is a staff underspend. The other area of underspend is in the 'services' budgets, reflecting the ongoing management action to both address the balance of maintaining standards and managing demand (e.g. improving information and advice services) and the success in responding to 'demographic pressures'.
- **Learning and Achievement** – The forecast overspend largely relates to DSG expenditure, this is funded by central DSG reserves. This is principally due to pressures on Special Educational Needs budgets. There has been an increase in the number of children placed outside of the county due to a lack of specialist provision available within and an increase in both the complexity and cost of new statements for pupils in mainstream schools. The causes of this are currently being investigated.
- **Law and Governance** – The charging structure for the part of Legal Services that is traded is generating income to make a contribution to overheads.
- **Localities & Community Safety** – The forecast underspend is due to the funding for the Family Intervention Project being carried forward for future years.
- **Other Services** – The forecast underspend is primarily due to a reduction of £2.820 million in the expected level of capital financing charges. However this is countered by a reduction in the expected interest receivable on revenue balances of £1.157 million.

## 6.0 Capital Budget Update

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

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

6.2. In the service estimates agreed by Council in March, the approved value of capital payments due in 2012/13 was £107.603 million and a further £97.955 million over the medium term. Since March a number of new schemes have been approved and the 2011/12 outturn position has been finalised. As a result the total change in payments is an increase of £13.408 million over the life of the programme.

6.3 The main reasons for the £13.408 million increase are:

- The addition of £11.847 million for the Growing Places Fund in Sustainable Communities.
- The addition of £2.892 million for the Structural Maintenance of Carriageways in Transport and Highways, funded by a DFT revenue grant.
- An increase in developer funded schemes in Transport and Highways of £2.179 million.
- A reduction of £1.295 million across the Schools Devolved Capital schemes in Learning and Achievement.
- A reduction of £1.151 million for the Adult Social Care Modernisation and Capacity Scheme in Business Management. This allocation is now to be used to finance the repayment of borrowing on Extra Care Housing.
- The remainder of the variance consists of minor changes across a number of schemes.

6.4 The forecast change in capital payments in 2012/13 compared to those reported to members in March is a reduction in payments of £3.692 million. This is made up as follows:

- Slippage of £14.994 million from 2012/13 into future years.
- This is offset by £6.231 million of slippage from 2011/12 into 2012/13, as reported at outturn.
- The addition of new schemes to the 2012/13 capital programme, increasing forecast expenditure by £4.338 million.
- The remainder of the variance consists of minor changes across a number of schemes.

The £14.994 million slippage from 2012/13 into future years relates to the following services:

- **Learning and Achievement:** A number of projects, primarily at Primary Schools, with slippage totalling £7.900 million.
- **Business Manager:** Unallocated budgets and the Common Assessment Framework project totalling £3.339 million.
- **Physical Assets:** Re-phased expenditure on Climate Change and Energy Reduction schemes in Physical Assets of £0.927 million.
- **Sustainable Communities:** Slippage of £0.615 million on the Waste Treatment and Transfer Facility project.
- **Transport and Highways:** Slippage of £0.770 million on the project to improve Junction 14 of the M40 and various other amounts of slippage totalling £0.693 million.

The details of the variations in capital payments on the individual projects that make up these figures are shown in Appendices A to S. (These are available electronically and in Group rooms).

6.5 Financial Standing Orders require Cabinet to approve changes to schemes where the figures have a variance of more than 10% or are greater than £25,000 on any individual scheme. These schemes are included in all tables

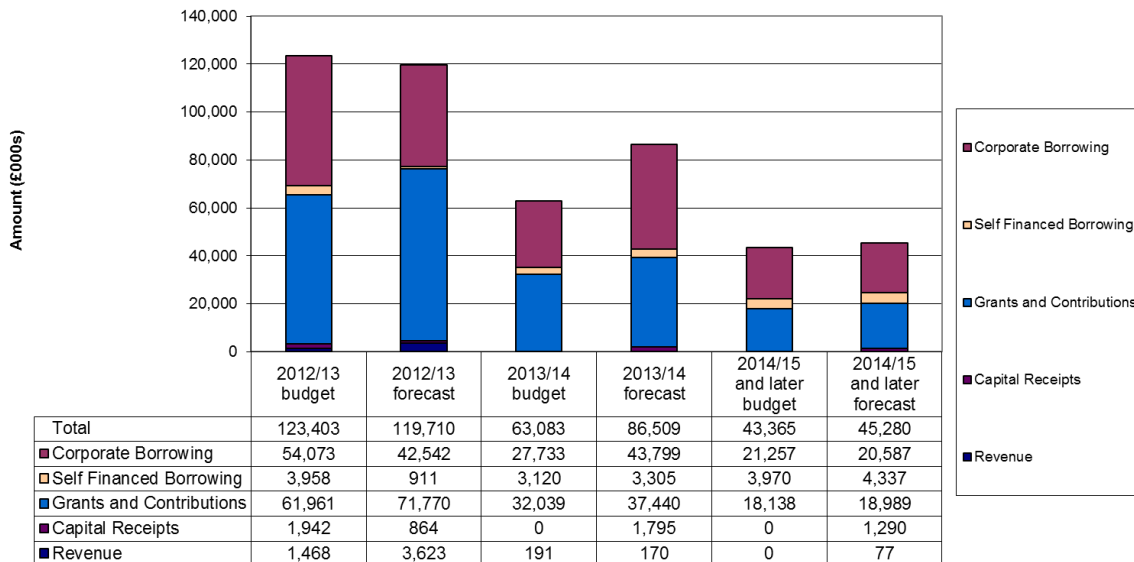


and figures within this report and are identified in the appendices, with reasons for the variations provided.

- 6.6 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.
- 6.7 Table 3 shows how the capital expenditure shown in Appendices A to S is to be financed. These figures include the remaining unallocated borrowing agreed in the February 2012 budget of £24.294 million over the medium term. The impact of the capital spending forecasts shown in this report is an increase in total borrowing commitments in 2012/13 and later years of £3.864 million to £106.928 million, from £103.064 million in February 2012. The major individual causes of this movement are:

- An increase of £6.594 million relating to borrowing rephased from 2011/12 into 2012/13 and later years
- A decrease of £1.137 million resulting from an increase in the value of expected receipts available to support the capital programme
- A decrease of £1.190 million resulting from replacing borrowing with a CLG revenue grant to fund the Fire Control project.
- A decrease of £0.403 million caused by small reductions in the total cost of schemes funded from borrowing across the capital programme.

Table 3 Estimated Financing to 2011/12 and later years



- 6.8 After allowing for slippage and self-financing the overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP. Any re-phasing of the revenue impact of the capital programme as a result in the changed profile of spending will be picked up as part of the 2013/14 budget process.

## 7.0 Corporate Risk – High Level Summary

- 7.1. 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, with the latest review having taken place November 2011.
- 7.2. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 7.3. 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 (February and August) by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 7.4. The table below lists the corporate strategic risks as at June (agreed by Corporate Board in February). 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         | 8(A)             | 6(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 Fire tragedy on the organisation                        | 16(R)            | 12(R)          |
| Fail to meet the needs, demands and expectations of the community                      | 9(A)             | 4(A)           |

- 7.5. Net red risks at business unit level are included within appendices A – R. These have been 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 who can be contacted for more information. There are currently six net red business unit risks:

| <b>Risk Description</b>  | <b>Gross Risk Level</b> | <b>Net Risk Level</b> |
|--|-------------------------|-----------------------|
| Children/Young People/vulnerable adults suffer injury/death where WCC and partners could have intervened to minimise the risk  | <b>16(R)</b>            | <b>12(R)</b>          |
| 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 | <b>16(R)</b>            | <b>12(R)</b>          |
| Children's Centres Tendering   | <b>12(R)</b>            | <b>12(R)</b>          |
| Unable to provide an effective finance service   | <b>16(R)</b>            | <b>12(R)</b>          |
| Consequences of the Atherstone Fire tragedy on Warwickshire Fire and Rescue Service.   | <b>16(R)</b>            | <b>12(R)</b>          |
| Inability of Officers responding under blue light conditions in their own cars to obtain sufficient insurance cover  | <b>16(R)</b>            | <b>12(R)</b>          |

**7.6.** The Strategic Director of the People Group has requested that the following two risks are considered for escalation to the Strategic Corporate Risk Register as part of Corporate Board's review of the risk register in August:

- Children/young people/vulnerable adults suffer injury/death where WCC and partners could have intervened to minimise the risk
- 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

## **8.0 Commentary from Corporate Board**

**8.1** The delivery of savings in advance of our original plans and a continued focus on financial efficiencies has generated some further underspends that assist the organisation in its financial sustainability. This is in line with our medium term strategy and reflects a cultural shift throughout the organisation in stemming spending and delivering on-going savings. However, our ability to deliver should not detract from the tough decisions that have had to be taken to deliver savings. Any temporary underspends will be needed to smooth through one-off investment to deliver longer term financial stability. This is especially important as we still await government announcement on the future funding of Adult Social Care and continue to address challenges associated with cross-cutting savings programmes such as property rationalisation.

**8.2** Service performance has generally been maintained which is a major success given a declining resource base and increased funding pressures. There are also encouraging examples of improvement. For example, the number of fires in non-domestic premises is low again this year, illustrating that our risk based approach to commercial fire safety is working and is one of the best performances in the Country. This kind of positive Service performance has been significantly underpinned by innovative approaches to how we do things (for example, sub-regional working and innovative procurement projects) which have been recognised in terms of being finalists in a number of national

awards. The on-going challenge here will be around managing public perceptions about on-going performance standards with reduced resources.

- 8.3 Finally, we do continue to manage serious risks (such as the consequences of the Atherstone Fire tragedy), whilst also seeking to put in place management actions to mitigate as far as possible risks around Adult Social Care market failure and any failure to intervene to minimise risks to injury or death associated with children/young people/vulnerable.

## 9.0 Impact on Reserves

- 9.1 At the start of 2012/13 our reserves were £92.575 million. Over the current financial year our reserves are forecast to increase to £94.617 million by 31 March 2013. Details are shown in Table 4.

| <b>Table 4: Reserves Projection</b> |   |                                   |                                  |  |
|-------------------------------------|---|-----------------------------------|----------------------------------|--|
| Reserve                             | In-Hand/<br>(Overdrawn)<br>1 April 2012 | Previously<br>Approved<br>Changes | Effect of<br>Forecast<br>Outturn | Forecast<br>In-Hand/<br>(Overdrawn)<br>31 Mar 2013 |
|                                     | £'000                                   | £'000                             | £'000                            | £'000  |
| General Reserves                    | 15.750                                  | 2.506                             | 1.913                            | 20.619   |
| Medium Term Contingency             | 0                                       | 13.315                            | -                                | 13.315   |
| Insurance Fund                      | 7.969                                   | -                                 | -                                | 7.969  |
| Service Realignment Fund<br>(1)     | 8.241                                   | 0.256                             | -                                | 8.497  |
| Capital Fund (2)                    | 0.159                                   | -                                 | -                                | 0.159  |
| Earmarked – Schools                 | 22.650                                  | -                                 | (1.138)                          | 21.512   |
| Earmarked – Non-Schools             | 11.840                                  | (5.220)                           | (0.523)                          | 6.717  |
| Service Savings                     | 25.966                                  | (10.549)                          | 0.880                            | 16.311   |
| <b>Total</b>                        | <b>92.575</b>                           | <b>0.308</b>                      | <b>1.132</b>                     | <b>94.617</b>                                      |

**Notes:**

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

- 9.2 Members are asked to agree to the following changes to reserves that have been requested by services based on their current projected position. The net effect being a one-off transfer to reserves of £0.783 million in 2012/13. The proposals are:

- Localities and Community Safety – to put £0.901 million into reserves. £0.769 million of this into a Family Intervention Project reserve to fund future years of the project and as Government funding for this three year project has been received in advance. £0.020 million transfer to reserve to fund the future replacement of calibration equipment in Trading Standards in 2013/14. £0.011 million into a 'proceeds of crime' reserve as this is earmarked income from the courts and can only be used to track down criminal activity and £0.011 million for domestic homicide reviews to fund these statutory reviews if they are required. £0.090 million for a secure remand accommodation in the Youth Justice Service.
- Transport and Highways – to use £0.128 million from Speed Awareness workshop reserves. £0.085 million of this will be to fund a

contribution to capital for maintenance of cameras, the remaining £0.043 million to fund community enforcement.

- Sustainable Communities - £0.010 million from reserves to fund the urgent replacement of doors at the Smallbrook Business centres damaged in recent flooding and bad weather.

9.3 Reserves are held in accordance with the Council's reserves policy. Overdrawn reserves (except Fire Pensions and the Schools IT loan reserves) are a first call on 2013/14 budgets. Meanwhile, any service reserves that are overdrawn in the current year are effectively a temporary call on General Reserves until they are repaid.

9.4 General reserves are projected to be at £20.138 million by the end of the year. Any need for additional reserves or if there are any reserves available to be used will be considered as part of the 2013/14 budget process. This will include the Head of Finance updating the risk assessment of the minimum adequate level of general reserves it is appropriate for the authority to hold.

## **10.0 Impact on the Medium Term Financial Plan**

10.1 It was always expected that as we moved into delivering years two and three of the Medium Term Financial Plan the pressure on resources would increase. This report is the first indication of this pressure beginning to materialise. Although not across the authority, financial pressure in specific services is beginning to emerge either through increases in demand or difficulties in the delivery of savings projects.

10.2 The overall revenue underspends and levels of reserves being reported here provide the authority with the flexibility and potentially time to deliver savings and fund any overspends. But as one-off resources these are not an alternative to the delivery of the agreed savings plan or available to support the overall budget on a permanent basis in future years.

10.3 The need to focus on delivering the full savings plan contained in the MTFP remains unchanged. Any individual underspends or accelerated savings are welcome, but they should not detract from the need to deliver the savings programme.

10.4 This report is the forecast as at Quarter 1. Traditionally the Quarter 1 forecast has been the most pessimistic and trends would suggest reports in future quarters will show an improved position as a result of more up to date information and the impact of management action. Whilst there is nothing within the finance elements of this monitoring report that suggests the MTFP position is at risk the report has highlighted a number of areas where difficult decisions are still needed and concerns about the pace of progress exist:

- The phasing/deliverability of schemes in the indicative capital programme.

- The delivery of the savings plans and any rephrasing that may be necessary in light of the on-going performance to date, for example around property rationalisation.

Any issues will be picked up as part of the preparation of the 2013/14 budget.

10.5 The focus on delivering the MTFP needs to remain a priority for the organisation. As has already been highlighted the availability of short term resources cannot be allowed to mask emerging underlying pressures. It is critical the sound finances of the organisation are maintained as we begin the process of developing a new MTFP to take the organisation through to 2020.

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## Safeguarding - Phil Sawbridge

## 2012/13 Revenue Budget

| Service  | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Safeguarding - Head of Service ( Including LAC Placements before allocation) | 18,238                 | (13,296)                | 4,942                  | 4,024                     | (918)                               | The over-all Business Unit over spend equates to 3.6% 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 and higher than expected sessional staff payments who have to be present for child family meets as directed by the Courts. Despite a 13% increase in statutory workload over the last twelve months the over-spend has been managed in all areas except the North where numbers have increased disproportionately. In the South & East 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 over-spend is being off-set by project / Early Intervention work being delayed in order to alleviate the effect of the over-spend on the Services reserves. |
| Social Care Teams - North & Assessments                                      | 5,870                  | 5,345                   | 11,215                 | 13,442                    | 2,227                               |  |
| Social Care Teams - East & Looked After Children                             | 6,239                  | 3,692                   | 9,931                  | 7,350                     | (2,581)                             |  |
| Social Care Teams - South & Leaving Care                                     | 3,579                  | 4,704                   | 8,283                  | 10,880                    | 2,597                               |  |
|  | 1,452                  | 29                      | 1,481                  | 1,463                     | (18)                                |  |
| Safeguarding - Quality & Service Development<br>Adult Safeguarding           | 693                    | (693)                   | 0                      | 0                         | 0                                   |  |
| <b>Net Service Spending</b>  | <b>36,071</b>          | <b>(219)</b>            | <b>35,852</b>          | <b>37,159</b>             | <b>1,307</b>                        |  |
|  |                        |                         |                        | Non DSG                   | 1,368                               |  |
|  |                        |                         |                        | DSG                       | (61)                                |  |

## 2012/13 Reserves Position

| Reserve                         | Opening Balance<br>01.04.12<br>£'000 | Movement in year<br>£'000 | Effect of outturn<br>£'000 | Closing balance<br>31.03.12<br>£'000 |
|---------------------------------|--------------------------------------|---------------------------|----------------------------|--------------------------------------|
| Safeguarding - savings reserves | 2,578                                | (538)                     | (1,368)                    | 672                                  |
| <b>Total</b>                    | <b>2,578</b>                         | <b>(538)</b>              | <b>(1,368)</b>             | <b>672</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<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Forecast Outturn<br>£'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                      | 80                        | 120             | 80                      | 120                       | 120             |  |  |
| CY-S-03          | Reconfigure services for Looked After Children  | 100             | 0                       | 0                         | 200             | 0                       | 200                       | 200             | External Foster care - Activity increasing higher than expected. It is expected that the medium term benefits of Dartington and other initiatives will allow the whole savings target to be achieved over the 3 year period.   |  |
| Share of CY-S-05 | Review of the Safeguarding Service  | 65              | 0                       | 0                         | 65              | 0                       | 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                       | 7                         | 78              | 7                       | 78                        | 78              |  |  |
| Share of CY-S-07 | School/College Transport  | 24              | 24                      | 24                        | 24              | 24                      | 24                        | 24              |  |  |
|                  | <b>Total</b>  | <b>1,051</b>    | <b>886</b>              | <b>886</b>                | <b>1,262</b>    | <b>886</b>              | <b>1,262</b>              | <b>1,262</b>    |  |  |
|                  | <b>Target</b>   |                 | <b>1,051</b>            | <b>1,051</b>              |                 | <b>1,235</b>            | <b>1,235</b>              |                 | <b>1,037</b>   |  |
|                  | <b>Remaining Shortfall/(Over Achievement)</b>   |                 | <b>165</b>              | <b>165</b>                |                 | <b>349</b>              | <b>(27)</b>               |                 | <b>(225)</b>   |  |



A Safeguarding

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 |   |
| 10405000             | Premises Small Scale Reactive Works - Foster carer adaptations - 2010/11 allocation | 50              | 0               | 0               | 0                       | 50            | 60            | 0               | 0               | 0                       | 60            | 0                        | 10                     | £10k expenditure in 2011/12 to be funded from 2011/12 allocation (11113000)<br>£10k expenditure in 2011/12 on 2010/11 programme (10405000) to be funded leaving £40k funding still available. |
| 11113000             | Premises Small Scale Reactive Works - Foster carer adaptations - 2011/12 allocation | 0               | 50              | 0               | 0                       | 50            | 0             | 40              | 0               | 40                      | (10)          | (10)                     |                        |   |
| 11114000             | Fostercare Adaptations 2012-13  | 0               | 50              | 0               | 0                       | 50            | 0             | 50              | 0               | 50                      | 0             | 0                        |                        |   |
| 11115000             | Fostercare Adaptations 2013-14  | 0               | 0               | 50              | 0                       | 50            | 0             | 0               | 50              | 50                      | 0             | 0                        |                        |   |
| 11116000             | Fostercare Adaptations 2014-15  | 0               | 0               | 0               | 50                      | 50            | 0             | 0               | 0               | 50                      | 0             | 0                        |                        |   |
|                      |   | <b>50</b>       | <b>100</b>      | <b>50</b>       | <b>50</b>               | <b>250</b>    | <b>60</b>     | <b>90</b>       | <b>50</b>       | <b>50</b>               | <b>250</b>    | <b>(10)</b>              | <b>0</b>               |   |

Performance Information: Qtr 1 April - June 2012

| Ref    | Measure  | 2011/12 Actual | 2012/13 Target | Year to date forecast | Year End Alert | Period Actual | Period Alert | Progress   |
|--------|--|----------------|----------------|-----------------------|----------------|---------------|--------------|--|
| M10006 | No. of children who are subject of a child protection plan per 10,000 population | 48             | 47             | 50                    |                | 55            |              | This rise reflects increasing demand and service pressures   |
| M10007 | Children who are both looked after and subject of a child protection plan        | 63             | 50             | 50                    |                | 73            |              | Low or high levels of activity should be considered over a significant time period (to ensure that the pattern is enduring) and in context alongside other safeguarding indicators |

Safeguarding: Warwickshire's children and young people are safe from harm

| Measure | 2011/12 Actual   | 2012/13 Target | Year to date forecast | Year end Alert | Period Actual | Period Alert | Progress   |
|---------|--|----------------|-----------------------|----------------|---------------|--------------|--|
| M10000  | % of core assessments that were completed within 35 working days                           | 83.2           | 92                    | 84             |               | 81.8         | The cessation of this indicator is currently under consideration by DfE as it is believed to divert focus away from quality towards process  |
| M10001  | % of de-registrations of children who have had Child Protection plan for more than 2 years | 10.8           | 7                     | 7              |               | 3.9          | Low or high levels of activity should be considered over a significant time period (to ensure that the pattern is enduring) and in context alongside other safeguarding indicators |
| M10002  | % of children becoming the subject of a child protection plan for a 2nd or subsequent time | 16.5           | 13.5                  | 13.5           |               | 15.7         | Low or high levels of activity should be considered over a significant time period (to ensure that the pattern is enduring) and in context alongside other safeguarding indicators |

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  | Children/Young People/vulnerable adults suffer injury/death where WCC and partners could have intervened to minimise the risk | Phil Sawbridge (Head of Service) | <b>12 (R)</b>  | <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. This is currently out for consultation.</p> <p><i>This risk is being considered for escalation to the Strategic Corporate Risk Register as part of Corporate Board's review of the risk register in August.</i></p> |



B Social Care & Support

Social Care & Support - Jenny Wood

2012/13 Revenue Budget

| Service  | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Social Care & Support Services - Head of Service                 | (447)                  | (3,201)                 | (3,648)                | (2,786)                   | 862                                 | Adult social care continues to progress a major change programme, however the current position is only a 1% variance on the total budget. The financial picture reflects the ongoing changes, with some rebalances between budget areas being on-going (currently showing as over/under spends in different areas). Commitment continues to focus on achieving current savings plans and as far as possible 'prepare ahead' for future challenges. Despite putting in place additional temporary staffing to ease pressures, some vacancies have been hard to fill and others have been held pending a redesign, so there is a staff underspend. The other area of underspend is in the 'services' budgets, reflecting the on-going management action to both address the balance of maintaining standards and managing demand (e.g. improving information and advice services) and the success in responding to 'demographic pressures'. There are pressures in placement budgets, partly due to the WCC commitment to deliver a reasonable uplift for care home providers, however currently it is forecast that these can be met from the demography money given as part of the budget process. The over-spend on the Head of Service is the result of contributions to the capital programme for Extra Care development. |
| Older People & Physical Disability (North) & Specialist Services | 30,191                 | 2,137                   | 32,328                 | 30,670                    | (1,658)                             |  |
| Older People & Physical Disability (South) & Reviewing Services  | 22,093                 | 113                     | 22,206                 | 22,396                    | 190                                 |  |
| Learning Disabilities  | 38,078                 | 1,408                   | 39,486                 | 38,898                    | (588)                               |  |
| Mental Health  | 6,010                  | 105                     | 6,115                  | 5,947                     | (168)                               |  |
| Reablement   |                        |                         | 4,069                  |                           | 313                                 |  |
|  | 4,011                  | 58                      |                        | 4,382                     |                                     |  |
| <b>Net Service Spending</b>                                      | <b>99,936</b>          | <b>620</b>              | <b>100,556</b>         | <b>99,507</b>             | <b>(1,049)</b>                      |  |
|  |                        |                         |                        | Non DSG                   | (1,049)                             |  |
|  |                        |                         |                        | DSG                       | 0                                   |  |

2012/13 Reserves Position

| Reserve         | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|-----------------|--------------------------------------|------------------------------|-------------------------------|---|
| Non DSG Savings | 9,420                                | 0                            | 1,049                         | 10,469                                  |
| <b>Total</b>    | <b>9,420</b>                         | <b>0</b>                     | <b>1,049</b>                  | <b>10,469</b>                           |

B Social Care & Support

2012/13 to 2014/15 Savings Plan

| Reference       | Savings Proposal Title   | 2012/13         |                         |                              | 2013/14         |                         |                              | 2014/15         |                              | Reason for Variation and Management Action  |
|-----------------|--|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|------------------------------|---|
|                 |  | Target<br>£'000 | Actual to Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|                 | Savings Delivered in 2011/12   | 6882            | 6,913                   | 6,913                        | 6,882           | 6,913                   | 6,913                        | 6,882           | 6,913                        |   |
| Share of ASC-01 | Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)           | (1,077)         | (193)                   | (771)                        | (2,778)         | (193)                   | (2,778)                      | (2,778)         | (2,778)                      | Slippage in the closure of internal services has lead to some underspends of the growth transferred for reprovision of services. There has been some slippage in savings for supported living projects also.              |
| Share of ASC-05 | Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)   | 1,042           | 261                     | 1,294                        | 1,002           | 261                     | 1,294                        | 1,002           | 1,294                        | Delays in externalising the final part of internal homecare. The transfer will now happen in August and savings will then be boosted.   |
| Share of ASC-09 | Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)  | (1,281)         | 0                       | (1,281)                      | (5,592)         | 0                       | (5,592)                      | (5,592)         | (5,592)                      | Residential Care and Extra Care projects are on course. There may be additional savings from the externalisation of the residential care homes, and this will be confirmed once the final transfer timetable is in place. |
| ASC-10          | Adult Social Care charging review (Led by Business Manager)  | 600             | 150                     | 600                          | 600             | 150                     | 600                          | 600             | 600                          | Anticipate the savings will be achieved.  |
| ASC-12          | Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services | 95              | 70                      | 95                           | 368             | 70                      | 368                          | 368             | 368                          | Planned arrangements in place are delivering savings, including ensuring that FACS is applied properly, and will be reviewed at Q2 to ensure that delivery is on track.   |
| ASC-15          | Mental health transformation   | 144             | 36                      | 144                          | 174             | 36                      | 174                          | 174             | 174                          | Anticipate the savings will be achieved.  |
| ASC-21          | Information, advice and low level services   | 165             | 60                      | 165                          | 165             | 60                      | 165                          | 165             | 165                          | Anticipate the savings will be achieved.  |
|                 | Phasing out of double running costs associated with  | 0               | 0                       | 0                            | 0               | 0                       | 0                            | 1,000           | 1,000                        | No savings due this year.   |
|                 | Social Care and Support process efficiencies and maximising independence approach  | 0               | 0                       | 0                            | 0               | 0                       | 0                            | 847             | 847                          | No savings due this year, but management action is already starting to impact on this area  |
|                 | Use of ear-marked reserves to rephase savings  | 0               | 0                       | 0                            | 2,397           | 2,397                   | 2,397                        | 0               | 0                            | No savings due this year  |
|                 | <b>Total</b>   | <b>6,570</b>    | <b>7,297</b>            | <b>7,159</b>                 | <b>3,218</b>    | <b>9,693</b>            | <b>3,541</b>                 | <b>2,668</b>    | <b>2,991</b>                 |   |
|                 | <b>Target</b>  |                 | <b>6,570</b>            | <b>6,570</b>                 |                 | <b>9,643</b>            | <b>9,643</b>                 |                 | <b>9,757</b>                 |   |
|                 | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>(727)</b>            | <b>(589)</b>                 |                 | <b>(50)</b>             | <b>6,102</b>                 |                 | <b>6,766</b>                 |   |

2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description                              | Approved Budget at Council |                  |                  |                            |                | Forecast at Q1         |                  |                  |                            |                | Variation at Q1  |                | Reasons for Variation and Management Action   |
|----------------------|--|----------------------------|------------------|------------------|----------------------------|----------------|------------------------|------------------|------------------|----------------------------|----------------|------------------|----------------|---|
|                      |  | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |   |
| 10601000             | Mental Health 2007/08                    | 176                        | 0                | 0                | 0                          | 176            | 170                    | 6                |                  |                            | 176            | 6                | 0              |   |
| 10607000             | Mental Health Grant 2009/10              | 186                        | 0                | 0                | 0                          | 186            | 144                    | 41               | 0                | 0                          | 185            | 41               | (0)            |   |
| 10608000             | Mental Health Grant 2010/11              | 169                        | 0                | 0                | 0                          | 169            | 59                     | 92               | 0                | 0                          | 151            | 92               | (18)           |   |
| 11010000             | Ingleby Foundation - Thistledome Phase 2 | 118                        | 0                | 0                | 0                          | 118            | 118                    | 18               | 0                | 0                          | 136            |                  |                | £18,000 additional expenditure in 2012/13 to be funded from 2010/11 Mental Heath Grant (10608000) |
|                      |  | <b>648</b>                 | <b>0</b>         | <b>0</b>         | <b>0</b>                   | <b>648</b>     | <b>491</b>             | <b>157</b>       | <b>0</b>         | <b>0</b>                   | <b>648</b>     | <b>157</b>       | <b>(0)</b>     |   |

B Social Care & Support

Performance Information: Qtr 1 April - June 2012

| Social Care & Support Services - All measures for Quarterly Reporting |   |                |                |                       |                |               |              |  |
|---|---|----------------|----------------|-----------------------|----------------|---------------|--------------|--|
| Ref   | Measure   | 2011/12 Actual | 2012/13 Target | Year to Date Forecast | Year End Alert | Period Actual | Period Alert |  |
| M08000  | The proportion of those using social care who have control over their daily life (ASCOF 1B)   | 73.7           | 70             |                       |                |               |              | • This indicator is taken from the Adult Social Care Survey conducted annually |
| M08001  | The proportion of people who use services and carers who find it easy to find information about support (ASCOF 3D)                  | 77.4           | 50             |                       |                |               |              | • This indicator is taken from the Adult Social Care Survey conducted annually |
| M08006  | Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services | 81.2           | 87             |                       |                |               |              |  |
| M08008  | % of reablement customers where one or more agreed outcomes are fully met   |                | 80             | 78                    |                | 72.6          |              |  |
| M08024  | % of customers not needing on-going social care 91 days are leaving reablement  |                | 63             | 65                    |                | 55            |              |  |
| M08011  | Admissions to residential care homes per 100,000 population (ASCOF 2A)  | 595.5          | 560            | 560                   |                | 110.3         |              |  |
| M08012  | Proportion of people using social care who receive self-directed support (ASCOF 1C)   | 45.2           | 100            | 65                    |                | 51.9          |              |  |
| M08019  | Delayed transfers of care (ASCOF 2C) All Delays   | 17.1           | 13             | 14                    |                | 15.1          |              |  |
| M08022  | Number of repeat safeguarding referrals   | 14.7           |                | 14                    |                | 15            |              |  |
| M08023  | Proportion of people who use services who feel safe is in top quartile of comparator group  | Yes            | Yes            | Yes                   |                | Yes           |              | • This indicator is taken from the Adult Social Care Survey conducted annually |
| M08018  | Number of extra care units provided   | 119            | 163            |                       |                |               |              |  |
| M08004  | Proportion of adults in contact with secondary mental health services in settled accommodation (social care only)                   |                | 80             | 80                    |                | 77.2          |              |  |
| M08005  | Proportion of adults in contact with secondary mental health services in employment (social care only)                              |                | 22             | 22                    |                | 16.5          |              |  |
| M08027  | Social care-related quality of life (ASCOF 1A)  |                | 18.9           |                       |                |               |              | • This indicator is taken from the Adult Social Care Survey conducted annually |
| M08028  | Proportion of adults with a learning disability in employment (ASCOF 1E)  |                |                |                       |                |               |              |  |
| M08029  | Proportion of adults in with a learning disability in settled accommodation (ASCOF 1G)  |                |                |                       |                |               |              |  |
| M08030  | Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H)                           | 69.3           | 70             | 70                    |                |               |              |  |
| M08031  | Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H) (Social Care Only)        |                |                |                       |                |               |              |  |
| M08032  | Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)                                      | 17.2           | 17.5           | 17.5                  |                |               |              |  |
| M08033  | Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F) (Social Care Only)                   |                |                |                       |                |               |              |  |
| M08034  | Delayed transfers of care (ASCOF 2C) Social Care and Attributable to Both Delays  | 7.4            | 4              | 4.5                   |                | 4.9           |              |  |
| M08035  | Overall satisfaction of people who use services with their care and support (ASCOF 3A)  | 62.6           | 64             |                       |                |               |              | • This indicator is taken from the Adult Social Care Survey conducted annually |
| M08036  | Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)                    | 77.4           | 78             |                       |                |               |              | • This indicator is taken from the Adult Social Care Survey conducted annually |

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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|------------------------------------|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Business Manager - Head of Service | 1,908                  | (1,176)                 | 732                    | 647                       | (85)                                | The forecast overspend in the Business Unit is due to slippage in the Fulfilled Life project which is part of the Learning Disabilities Transformation programme. After a delayed start the project has now started in earnest and it is anticipated that all our current Community Support services will be replaced by the new service by the end of the financial year. The over spend in Provider Services has been offset by a forecast savings in Business Transformation as a result of a reduced SLA agreement with Communities for the provision of adult specialist transport. The closure of the homes should lead to some improvement in this position. |
| Transformation Office              | 0                      | 1,226                   | 1,226                  | 1,226                     | 0                                   |   |
| Local Provider Services            | 9,339                  | 4                       | 9,343                  | 10,147                    | 804                                 |   |
| Business Transformation            | 4,441                  | 16                      | 4,457                  | 4,207                     | (250)                               |   |
| Learning and Development           | 1,219                  | 0                       | 1,219                  | 1,217                     | (2)                                 |   |
| Integrated Information Systems     | 85                     | 0                       | 85                     | 85                        | 0                                   |   |
| Business Support                   | 319                    | (217)                   | 102                    | 293                       | 191                                 |   |
| Notional Accommodation Review      | (223)                  | 223                     | 0                      | 0                         | 0                                   |   |
| <b>Net Service Spending</b>        | <b>17,088</b>          | <b>76</b>               | <b>17,164</b>          | <b>17,822</b>             | <b>658</b>                          |   |
|                                    |                        |                         |                        | Non DSG                   | 658                                 |   |
|                                    |                        |                         |                        | DSG                       | 0                                   |   |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings (non-DSG) | 1,300                                |                              | (658)                         | 642                                     |
| <b>Total</b>              | <b>1,300</b>                         | <b>0</b>                     | <b>(658)</b>                  | <b>642</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'001 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |  |
|                    | Savings delivered in 2011/12   | 613             | 1,056                      | 1,056                        | 613             | 1,056                      | 1,056                        | 613             | 1,056                        |  |
| Share of<br>ASC-01 | Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager) | 1,871           | 262                        | 1,046                        | 3,985           | 262                        | 3,985                        | 3,985           | 3,985                        | In response to concerns from customers and carers around the new day care services contract, the transition to the new service has been slowed down to ensure that the transfer to the new arrangements is successful. There has been some slippage to the movement of clients from residential to supported living but plans are in place which should mitigate this. |
| Share of<br>ASC-05 | Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)   | 2,254           | 2,000                      | 2,101                        | 2,254           | 2,000                      | 2,254                        | 2,254           | 2,254                        | The final internal homecare outsourcing has slipped to August.   |
| Share of<br>ASC-09 | Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)  | 1,893           | 0                          | 1,893                        | 6,777           | 0                          | 6,777                        | 7,327           | 7,327                        | This figure could improve if the transitions to the new owners of the homes passes smoothly.   |
| ASC-11             | Day Care Services for Older People & Older People Mental Health (OPMH)   | 0               | 21                         | 85                           | 54              | 21                         | 107                          | 54              | 107                          |  |
| ASC-16             | Reduced spending on service development  | 100             | 100                        | 100                          | 200             | 100                        | 200                          | 200             | 200                          |  |
| ASC-18             | Workforce development  | 134             | 0                          | 134                          | 234             | 0                          | 234                          | 234             | 234                          | Work is on-going with HR/Learning and Development to ensure this saving can be realised.   |
|                    | <b>Total</b>   | <b>6,865</b>    | <b>3,439</b>               | <b>6,415</b>                 | <b>14,117</b>   | <b>3,439</b>               | <b>14,613</b>                | <b>14,667</b>   | <b>15,163</b>                |  |
|                    | <b>Target</b>  |                 | <b>6,865</b>               | <b>6,865</b>                 |                 | <b>7,692</b>               | <b>7,692</b>                 |                 | <b>8,242</b>                 |  |
|                    | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>3,426</b>               | <b>450</b>                   |                 | <b>4,254</b>               | <b>(6,921)</b>               |                 | <b>(6,921)</b>               |  |

## 2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description   | Approved Budget at Council |                  |                  |                            |                | Forecast at Q1         |                  |                  |                            |                | Variation at Q1  |                | Reasons for Variation and Management Action   |
|----------------------|---|----------------------------|------------------|------------------|----------------------------|----------------|------------------------|------------------|------------------|----------------------------|----------------|------------------|----------------|---|
|                      |   | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |   |
| 10593000             | Homes For Elderly People Upgrade - 2003/04                  | 192                        | 0                | 0                | 0                          | 192            | 84                     | 0                | 0                | 0                          | 84             | 0                | (109)          | Remaining £109,400. No further spend expected. Now part of unallocated resources of £994,400 (including Social Care Reform Grant). Forecasted on 11021000 in 2013/14.   |
| 10602000             | Whitnash - Lawns HFE Refurbishment                          | 650                        | 0                | 0                | 0                          | 650            | 36                     | 0                | 0                | 0                          | 36             | 0                | (614)          | £100,000 virement to Nuneaton & Bedworth Disabled Facilities Grant (Social Care Capital Programme - 11132000 in 2011/12 as approved by Cabinet, January 2012. With the programme to sell the care homes, the remaining funding of £513,800 is no longer needed for this purpose and is now part of unallocated resources - forecasted on 11021000 in 2013/14.   |
| 10613000             | CAF Development Team - Social Care IT 2009/10               | 110                        | 0                | 0                | 0                          | 110            | 0                      | 110              | 0                | 0                          | 110            | 110              | (1)            |   |
| 10964000             | CAF Development Team - Social Care IT 2010/11               | 1,312                      | 438              | 0                | 0                          | 1,750          | 0                      | 288              | 1,462            | 0                          | 1,750          | (150)            | 0              |   |
| 11019000             | Social Care Reform Grant 10/11                              | 0                          | 282              | 0                | 0                          | 282            | 0                      | 0                | 282              | 0                          | 282            | (282)            | 0              |   |
| 10594000             | AHCS Vehicle & Equipment Replacement Base Programme 2010/11 | 24                         | 90               | 0                | 0                          | 114            | 24                     | 0                | 0                | 0                          | 24             | (90)             | (90)           | No further spend expected. Now part of unallocated resources of £994,400 (including Social Care Reform Grant). Forecasted on 11021000 in 2013/14.   |
| 10614000             | Care Homes Fire Regulations                                 | 544                        | 48               | 0                | 0                          | 592            | 490                    | 103              | 0                | 0                          | 592            | 55               | 0              |   |
| 10610000             | Adult Social Care It Infrastructure Grant 2009/2010         | 75                         | 75               | 0                | 0                          | 149            | 75                     | 75               | 0                | 0                          | 149            | 0                | 0              |   |
| 10611000             | Adult Social Care It Infrastructure Grant 2010/2011         | 0                          | 160              | 0                | 0                          | 160            | 0                      | 160              | 0                | 0                          | 160            | 0                | 0              |   |
| 11020000             | Adult Social Care Modernisation And Capacity 2011/12        | 1,151                      | 0                | 0                | 0                          | 1,151          | 0                      | 0                | 0                | 0                          | 0              | 0                | (1,151)        | As per Cabinet Report October 2011, this money is being used to finance the repayment of borrowing on the Extra Care Housing.   |
| 11021000             | Adult Social Care Modernisation and Capacity 2012/13        | 0                          | 1,182            | 0                | 0                          | 1,182          | 0                      | 300              | 1,595            | 0                          | 1,895          | (882)            | 713            | Changes within the Adults and People Group in 2011/12, and a review of the Adult Social Care Transformation to date lead to delays in starting new projects. The final profile for this resource is still to be determined. Unallocated Resources from 3 other projects (10593000, 10602000 and 10594000) totalling £712,400 are also included in this forecast. Adult Social Care Management will consider capital investment proposals and bring supported proposals to Cabinet for consideration in Summer 2012. |
| 10030000             | CYPF ICT Upgrade  | 144                        | 32               | 0                | 0                          | 176            | 105                    | 71               | 0                | 0                          | 176            | 39               | 0              |   |
|                      |   | <b>4,202</b>               | <b>2,306</b>     | <b>0</b>         | <b>0</b>                   | <b>6,508</b>   | <b>814</b>             | <b>1,105</b>     | <b>3,339</b>     | <b>0</b>                   | <b>5,258</b>   | <b>(1,201)</b>   | <b>(1,251)</b> |   |

**Performance Information : Qtr 1 April - June 2012**

Whilst in our Business Unit Plan for 2012/13, we have identified a number of Key Actions and Outcomes as described in Section 6 of the plan and which would usually form the basis for the Report Card, these will be significantly affected by the outcome of the current review of the Business Management function and remit. For this reason, a formal review in September (Period 6) is the point at which more detailed Actions, Outcomes and Report card metrics will be defined and reported to Members as part of the Mid Year Performance Report that will be presented to Cabinet in November.

**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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|---|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Strategic Commissioning - Head of Service                               | 1,798                  | 0                       | 1,798                  | 1,673                     | (125)                               | The over-all Business Unit underspend equates to 1% 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. |
|   | 1,168                  | 110                     | 1,278                  | 1,321                     | 43                                  |   |
| Customer and Carer Engagement (D)                                       | 9,565                  | (8,865)                 | 700                    | 741                       | 41                                  |   |
| Care Accommodation and Quality  | 0                      | 9,000                   | 9,000                  | 9,087                     | 87                                  |   |
| Supporting People Programme   | 942                    | 83                      | 1,025                  | 972                       | (53)                                |   |
| Older people, Physical Disability, Intelligence and Market Facilitation | 1,365                  | (128)                   | 1,237                  | 1,020                     | (217)                               |   |
| Commissioning Support   | 1,569                  | 295                     | 1,864                  | 1,881                     | 17                                  | Children's Business Units accumulative savings target of £218k by 2013/13 has been achieved 1 year early.   |
| Multi-Agency Commissioning  |                        |                         |                        |                           |                                     |   |
| <b>Net Service Spending</b>   | <b>16,407</b>          | <b>495</b>              | <b>16,902</b>          | <b>16,695</b>             | <b>(207)</b>                        |   |
|   |                        |                         |                        | Non DSG                   | (200)                               |   |
|   |                        |                         |                        | DSG                       | (7)                                 |   |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings (non-DSG) | 1,112                                | (343)                        | 200                           | 969                                     |
| <b>Total</b>              | <b>1,112</b>                         | <b>(343)</b>                 | <b>200</b>                    | <b>969</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|                  | Savings delivered in 2011/12                    | 1,402           | 1,402                      | 1,402                        | 1,402           | 1,402                      | 1,402                        | 1,402           | 1,402                        |   |
| ASC-17           | Housing support                                 | 400             | 313                        | 313                          | 800             | 313                        | 800                          | 800             | 800                          | Some in year slippage against targets, other options to deliver are being explored. |
| ASC-20           | Carers  | 84              | 84                         | 84                           | 184             | 84                         | 184                          | 184             | 184                          |   |
| Share of CY-S-01 | Transforming services for children and families | 40              | 40                         | 40                           | 218             | 40                         | 218                          | 218             | 218                          |   |
|                  | <b>Total</b>                                    | <b>1,926</b>    | <b>1,839</b>               | <b>1,839</b>                 | <b>2,604</b>    | <b>1,839</b>               | <b>2,604</b>                 | <b>2,604</b>    | <b>2,604</b>                 |   |
|                  | <b>Target</b>                                   |                 | <b>1,926</b>               | <b>1,926</b>                 |                 | <b>2,604</b>               | <b>2,604</b>                 |                 | <b>2,386</b>                 |   |
|                  | <b>Remaining Shortfall/(Over Achievement)</b>   |                 | <b>87</b>                  | <b>87</b>                    |                 | <b>765</b>                 | <b>0</b>                     |                 | <b>(218)</b>                 |   |



Performance Information: Qtr 1 April - June 2012

| Strategic Commissioning |  |                |                |                       |                |               |              |  |
|-------------------------|--|----------------|----------------|-----------------------|----------------|---------------|--------------|--|
| Ref                     | Measure  | 2011/12 Actual | 2012/13 Target | Year to date forecast | Year End Alert | Period Actual | Period Alert | Commentary   |
| M12007                  | Ensure the development and implementation of a Health & Wellbeing Strategy for Warwickshire        |                |                |                       |                | Yes           |              | • warwickshire.gov.uk/health strategy - under consultation currently June till September 2012 - see website for further information              |
| M12008                  | A Commissioning Framework is in place & reviewed on an annual basis                                |                | Yes            |                       |                | Yes           |              |  |
| 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                   |                | Yes           |              |  |
| M12011                  | Children's Needs Assessment is updated on a monthly basis and is embedded in the JSNA              |                | Yes            | Yes                   |                | Yes           |              |  |
| M12012                  | SLAs are signed off, monitored quarterly and reviewed annually                                     |                | Yes            |                       |                | Yes           |              |  |
| M12013                  | Timely returns are made to the Department for Education and Ofsted                                 |                | Yes            | Yes                   |                | Yes           |              |  |
| M12014                  | The CYPP is revised to support locality working and progress is reported on a quarterly basis      |                | Yes            | Yes                   |                | Yes           |              |  |
| M12003                  | Under 18 conception rate (per 1000 females 15-17)  | 37             | 50             | 32.3                  |                | 29.6          |              | • 24% lower than the rate of 39.1 for 1 <sup>st</sup> quarter 2010. There was also a reduction in the number of conceptions from 93 to           |
| M12000                  | Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)                      | 46.5           | 45.7           |                       |                |               |              | • Quarter 1 data not available until the end of July. Will report in Q2  |
| M12001                  | Percentage of children in Year 6 with height and weight recorded who are obese                     | 14             | 13             |                       |                |               |              | • Quarter 1 data not available until the end of July. Will report in Q2  |
| M12002                  | Obesity among primary school aged children in Reception Year                                       | 7.44           | 7.2            |                       |                |               |              | • Quarter 1 data not available until the end of July. Will report in Q2  |
| M12005                  | Alcohol related admissions for under 18s (rate per 100,000)  | 63.9           | 62             |                       |                |               |              | • Annual - every September - No forecast data as the data is collected externally.   |
| M12015                  | Commissioned alcohol and substance misuse services meet their quarterly targets against SLAs.      | ?              | Yes            |                       |                |               |              | • Quarterly targets are not set. Only Annual targets are set - able to report on whether these targets have been met or not at the end of March. |

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  |
|-------------------------|---|--|----------------|---|
| Strategic Commissioning | Market Failure<br>Commercial or contractual failure of private or independent care providers leads to disruption to care provision and impact on service users and carers | Wendy Fabbro<br>(Strategic Director of People Group) | <b>12 (R)</b>  | ADASS work due to be completed by 31/12/2012.<br><br><i>This risk is being considered for escalation to the Strategic Corporate Risk Register as part of Corporate Board's review of the risk register in August.</i> |



## Early Intervention and Family Support - Hugh Disley

## 2012/13 Revenue Budget

| Service  | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Early Intervention & Family Support - Head of Service including Targeted Intervention Transformation Programme | 989                    | 251                     | 1,240                  | 844                       | (396)                               | 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 |
| Early Intervention - North   | (340)                  | 600                     | 260                    | 260                       | 0                                   |   |
| Early Intervention - South (formerly Family & Parenting)   | 2,802                  | 0                       | 2,802                  | 2,758                     | (44)                                |   |
| Early Intervention - East  | 1,937                  | 8,438                   | 10,375                 | 10,416                    | 41                                  |   |
| Pupil Referral Unit  | 1,055                  | (73)                    | 982                    | 994                       | 12                                  |   |
| Children's Centres' & Early Years  | 2,822                  | (1,550)                 | 1,272                  | 1,272                     | 0                                   |   |
| <b>Net Service Spending</b>  | <b>8,086</b>           | <b>(8,086)</b>          | <b>0</b>               | <b>0</b>                  | <b>0</b>                            |   |
|  | <b>17,351</b>          | <b>(420)</b>            | <b>16,931</b>          | <b>16,544</b>             | <b>(387)</b>                        |   |
|  |                        |                         |                        | Non DSG                   | (380)                               |   |
|  |                        |                         |                        | DSG                       | (7)                                 |   |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings (non-DSG) | 1,347                                | (1,222)                      | 380                           | 505                                     |
| <b>Total</b>              | <b>1,347</b>                         | <b>(1,222)</b>               | <b>380</b>                    | <b>505</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|                  | Savings delivered in 2011/12   | 2338            | 2,338                      | 2,338                        | 2,338           | 2,338                      | 2,338                        | 2,338           | 2,338                        |   |
| CY-S-01          | Transforming services for children and families                                  | 850             | 344                        | 494                          | 1,580           | 1,580                      | 1,580                        | 1,580           | 1,580                        | There has been some slippage in the Transformation Programme with realigning plans across the new Group as opposed to the ex Children's Directorate. It is envisaged that overall the dateline of the whole savings plan the total expected savings will be achieved. |
| Share of CY-S-04 | Review services to schools and families  | 819             | 819                        | 419                          | 819             | 819                        | 419                          | 819             | 819                          |   |
| Share of CY-S-05 | Review of the Safeguarding Service   | 37              | 0                          | 0                            | 37              | 0                          | 0                            | 37              | 0                            | 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  | 1810            | 1,810                      | 2,210                        | 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                        | 242                          | 1,586           | 242                        | 1,586                        | 1,586           | 1,586                        |   |
|                  | <b>Total</b>   | <b>6,096</b>    | <b>5,553</b>               | <b>5,703</b>                 | <b>9,020</b>    | <b>6,789</b>               | <b>8,583</b>                 | <b>9,020</b>    | <b>8,983</b>                 |   |
|                  | <b>Target</b>  |                 | <b>6,096</b>               | <b>6,096</b>                 |                 | <b>9,020</b>               | <b>9,020</b>                 |                 | <b>9,020</b>                 |   |
|                  | <b>Remaining Shortfall/(Over Achievement)</b>                                    |                 | <b>543</b>                 | <b>393</b>                   |                 | <b>2,231</b>               | <b>437</b>                   |                 | <b>37</b>                    |   |

E Early Intervention

2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description  | Approved Budget at Council |               |               |                         |              | Forecast at Q1      |               |               |                         |              | Variation at Q1 |              | Reasons for Variation and Management Action |
|----------------------|--|----------------------------|---------------|---------------|-------------------------|--------------|---------------------|---------------|---------------|-------------------------|--------------|-----------------|--------------|---|
|                      |  | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000  | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000  | 2012/13 £'000   | Total £'000  |   |
| 11014000             | Early Years and Sure Start Children's Centres                              | 42                         | 148           | 0             | 0                       | 190          | 0                   | 0             | 0             | 0                       | 0            | (148)           | (190)        |   |
| 10231000             | Birchwood - Polesworth (Ph. 2) Children's Centre                           | 6                          | 0             | 0             | 0                       | 6            | (9)                 | 0             | 0             | 0                       | (9)          | 0               | (15)         |   |
| 10037000             | Austrey Ce Primary School Modular Refurbmt                                 | (3)                        | 0             | 0             | 0                       | (3)          | 0                   | 0             | 0             | 0                       | 0            | 0               | 3            |   |
| 10225000             | Rugby, Boughton Leigh (Ph 2) Children's Centre                             | 5                          | 0             | 0             | 0                       | 5            | (24)                | 0             | 0             | 0                       | (24)         | 0               | (29)         |   |
| 10047000             | Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre          | 317                        | 0             | 0             | 0                       | 317          | 305                 | 12            | 0             | 0                       | 317          | 12              | 1            |   |
| 10043000             | Coleshill Primary School Phase 3 Children's Centre                         | 554                        | 13            | 0             | 0                       | 567          | 555                 | 3             | 0             | 0                       | 558          | (10)            | (9)          |   |
| 10074000             | Cawston Primary School Phase 3 Children's Centre                           | 331                        | 0             | 0             | 0                       | 331          | 304                 | 0             | 0             | 0                       | 304          | 0               | (27)         |   |
| 10073000             | Nuneaton St Nicholas Clinic Phase 3 Children's Centre                      | 351                        | 0             | 0             | 0                       | 351          | 332                 | 1             | 0             | 0                       | 333          | 1               | (18)         |   |
| 10069000             | Wolston Library Phase 3 Children's Centre                                  | 192                        | 0             | 0             | 0                       | 192          | 182                 | 0             | 0             | 0                       | 182          | 0               | (10)         |   |
| 10033000             | Wellesbourne Library Phase 3 Children's Centre                             | 509                        | 0             | 0             | 0                       | 509          | 510                 | 0             | 0             | 0                       | 510          | 0               | 1            |   |
| 10056000             | Shipston Primary School Phase 3 Children's Centre                          | 539                        | 0             | 0             | 0                       | 539          | 522                 | 16            | 0             | 0                       | 538          | 16              | (1)          |   |
| 10045000             | Bishops Itchington Primary School Children's Centre Outreach/Refurbishment | 166                        | 0             | 0             | 0                       | 166          | 167                 | 0             | 0             | 0                       | 167          | 0               | 2            |   |
| 10024000             | Nuneaton/Abbey Children's Centre & Extension at Hatters                    | 150                        | 0             | 0             | 0                       | 150          | 139                 | 0             | 0             | 0                       | 139          | 0               | (11)         |   |
| 10904000             | Early Intervention Service Teaching & Learning Centre DFC                  | 62                         | 0             | 0             | 0                       | 62           | 62                  | 0             | 0             | 0                       | 62           | 0               | 0            |   |
|                      |  | <b>3,221</b>               | <b>161</b>    | <b>0</b>      | <b>0</b>                | <b>3,381</b> | <b>3,046</b>        | <b>32</b>     | <b>0</b>      |                         | <b>3,078</b> | <b>(129)</b>    | <b>(304)</b> |   |

Performance Information: Qtr 1 April - June 2012

| Early Interventions & Family Support: All Measures |  |                         |                |               |                |               |              |  |
|--|--|-------------------------|----------------|---------------|----------------|---------------|--------------|--|
| Ref  | Measure  | 2011/12 Year End Actual | 2012/13 Target | YEnd Forecast | Year End Alert | Period Actual | Period Alert | Commentary   |
| M09002   | % evaluations of individual common assessments demonstrate improved outcomes for children & young people | 82                      | 70             |               |                | 16            | ▲            | • This number is affected by the establishment of a new team who are still receiving induction and training for their role. It is anticipated that this figure will be improved upon by Q2 |
| M09008   | % of schools with EIS support with a trend of reducing exclusions (by primary and secondary school)      |                         |                |               |                |               |              | • We do not report for Q1, at Q2 we will report on figures for summer term 2012  |
| M09003   | % of cases that have resulted in a positive outcome for the child  | 60                      | 70             |               |                | 76            | ★            | • Year end estimate not available  |
| M09004   | % of family group conferences that prevent young people going into LA accommodation within one year      | 85.7                    | 70             | 50            | ▲              | 36.8          | ▲            |  |
| M09005   | % of FIS enquirers who are given information about financial support                                     |                         |                |               |                |               |              | • No Information to offer - no knowledge of this indicator - where it is shared or who requires it   |
| M09006   | % 3 - 5 year olds accessing free childcare entitlement   | 94                      | 100            |               |                | 101           | ★            | • Year end estimate not available  |
| M09007   | % parental satisfaction with service   | 97                      | 95             |               |                | 92            | ●            | • Year end estimate not available  |
| M11002   | % of 16-18 year olds who are not in education, employment or training (NEET)                             | 4.5                     | 5.2            | 4.5           | ★              | 3.4           | ★            |  |

**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                          |
|--------------------|------------------------------|---|----------------|---|
| Early Intervention | Children's Centres Tendering | Sally Lightfoot (Service Manager) & Barbara Wallace (Operations Manager - Children's Centres) | <b>12 (R)</b>  | Urgent decision regarding strategic commissioning of this work. |

## Learning and Achievement - Mark Gore

## 2012/13 Revenue Budget

| Service   | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|---|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Schools - Head of Service   | 1,056                  | 0                       | 1,056                  | 635                       | (421)                               | The over-all Business Unit over-spend equates to 2% 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 22% in 2012 and with the increasingly complex needs of individual pupils the average cost has risen from £208,000 in 2011 to £387,000 in 2012.<br><br>The increasing numbers of Looked after Children are contributing to a forecast overspend on transport. This is being investigated. Residential placements for Looked after Children are also increasing this year putting pressure on the IDS budget.<br><br>The business units non DSG overspend is 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. |
| Secondary Phase   | 744                    | 176                     | 920                    | 919                       | (1)                                 |  |
| Strategy for Change (formerly County Music Service & Service Manager)   | 1,066                  | 255                     | 1,321                  | 1,318                     | (3)                                 |  |
| Access & Organisation (formerly Pupil & Student Support including Transport, Schools & Community & School Organisation) | 22,560                 | 2,387                   | 24,947                 | 25,295                    | 348                                 |  |
| Primary & Early Years Phase (formerly School Improvement & Early Years)   | 2,939                  | 303                     | 3,242                  | 3,234                     | (8)                                 |  |
| Special Education Needs   | 25,986                 | 3,109                   | 29,095                 | 30,928                    | 1,833                               |  |
| Adult and Community Learning (D)  | (35)                   | 0                       | (35)                   | (63)                      | (28)                                |  |
| Targeted Contingency for Schools ISB & PFI  | 10,617                 | (3,032)                 | 7,585                  | 7,197                     | (388)                               |  |
| <b>Net Service Spending</b>   | <b>64,933</b>          | <b>3,198</b>            | <b>68,131</b>          | <b>69,463</b>             | <b>1,332</b>                        |  |
|   |                        |                         |                        | Non DSG                   | 119                                 |  |
|   |                        |                         |                        | DSG                       | 1,213                               |  |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings (non-DSG) | 1,381                                | (1,131)                      | (119)                         | 131                                     |
| <b>Total</b>              | <b>1,381</b>                         | <b>(1,131)</b>               | <b>(119)</b>                  | <b>131</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |  |
|                     | Savings delivered in 2011/12  | 2258            | 2,258                      | 2,258                        | 2,258           | 2,258                      | 2,258                        | 2,258           |                              |  |
| Share of CY<br>S-02 | Reconfigure services for vulnerable children (Learning Difficulties and Disabilities) | 403             | 375                        | 375                          | 778             | 375                        | 778                          | 778             | 778                          | There has been a slight slippage due to short term work load pressures in the services review but it is anticipated that the savings will be achieved over the life of the savings plan. |
| Share of CY<br>S-04 | Review services to schools and families   | 534             | 534                        | 534                          | 534             | 534                        | 534                          | 534             | 534                          |  |
| Share of CY<br>S-07 | School/College Transport  | 1503            | 1,200                      | 1,200                        | 2,003           | 1,200                      | 2,003                        | 2,003           | 2,003                        | Work continues with the Communities Group to bring back on track savings that are slipping within the planned SEN Transport Budget.  |
|                     | <b>Total</b>  | <b>4,698</b>    | <b>4,367</b>               | <b>4,367</b>                 | <b>5,573</b>    | <b>4,367</b>               | <b>5,573</b>                 | <b>5,573</b>    | <b>5,573</b>                 |  |
|                     | <b>Target</b>   |                 | <b>4,698</b>               | <b>4,698</b>                 |                 | <b>5,573</b>               | <b>5,573</b>                 |                 | <b>5,573</b>                 |  |
|                     | <b>Remaining Shortfall/(Over Achievement)</b>   |                 | <b>331</b>                 | <b>331</b>                   |                 | <b>1,206</b>               | <b>0</b>                     |                 | <b>0</b>                     |  |

## 2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description   | Approved Budget at Council |         |         |                   |        | Forecast at Q1 |         |         |                   |        | Variation at Q1 |       | Reasons for Variation and Management Action |
|----------------------|---|----------------------------|---------|---------|-------------------|--------|----------------|---------|---------|-------------------|--------|-----------------|-------|---|
|                      |   | Earlier Years              | 2012/13 | 2013/14 | 2014/15 and later | Total  | Earlier Years  | 2012/13 | 2013/14 | 2014/15 and later | Total  | 2012/13         | Total |   |
|                      |   | £'000                      | £'000   | £'000   | £'000             | £'000  | £'000          | £'000   | £'000   | £'000             | £'000  | £'000           | £'000 |   |
| 10016000             | Schools Access Initiative 2010/11   | 615                        | 0       | 0       | 0                 | 615    | 534            | 103     | 0       | 0                 | 637    | 103             | 22    |   |
| 10026000             | Stratford King Edward VI Cooking Space  | 345                        | 0       | 0       | 0                 | 345    | 345            | 0       | 0       | 0                 | 345    | 0               | 0     |   |
| 10027000             | Stratford Primary Places Alveston Extension                                     | 1,300                      | 0       | 0       | 0                 | 1,300  | 1,308          | (29)    | 0       | 0                 | 1,279  | (29)            | (21)  |   |
| 10031000             | Kenilworth Burton Green Primary Temp Classroom Replacement                      | 393                        | 7       | 0       | 0                 | 400    | 340            | 60      | 0       | 0                 | 400    | 54              | 1     |   |
| 10036000             | Alcester High School Kitchen Extension  | 106                        | 0       | 0       | 0                 | 106    | 101            | 3       | 0       | 0                 | 104    | 3               | (2)   |   |
| 10044000             | Warwick Newburgh Primary Extension  | 1,565                      | 1,025   | 0       | 0                 | 2,590  | 1,808          | 783     | 0       | 0                 | 2,590  | (242)           | 0     |   |
| 10046000             | Stratford Primary Places - Bishopton Extension                                  | 23                         | 0       | 0       | 0                 | 23     | 28             | 0       | 0       | 0                 | 28     | 0               | 5     |   |
| 10049000             | Warwick Myton School Kitchen Extension  | 200                        | 0       | 0       | 0                 | 200    | 200            | 0       | 0       | 0                 | 200    | 0               | 0     |   |
| 10051000             | Stratford Primary Places The Willows Extension                                  | 670                        | 4       | 0       | 0                 | 674    | 659            | 14      | 0       | 0                 | 673    | 10              | (1)   |   |
| 10054000             | Kineton High Artificial Turf Pitch 09/10  | 545                        | 0       | 0       | 0                 | 545    | 538            | 7       | 0       | 0                 | 545    | 7               | (0)   |   |
| 10058000             | Rugby Lawrence Sheriff Cooking Space  | 345                        | 0       | 0       | 0                 | 345    | 345            | 0       | 0       | 0                 | 345    | 0               | 0     |   |
| 10060000             | Rugby Oakfield Primary Additional Teaching Space                                | 179                        | 0       | 0       | 0                 | 179    | 179            | 0       | 0       | 0                 | 179    | 0               | 0     |   |
| 10062000             | Nuneaton Alderman Smith Artificial Turf Pitch 09/10                             | 647                        | 0       | 0       | 0                 | 647    | 358            | 290     | 0       | 0                 | 647    | 290             | (0)   |   |
| 10071000             | Alcester High Cooking Space   | 350                        | 0       | 0       | 0                 | 350    | 378            | 0       | 0       | 0                 | 378    | 0               | 28    | Variance explained at outturn               |
| 10072000             | Alcester Grammar School Kitchen Improvements                                    | 13                         | 0       | 0       | 0                 | 13     | 13             | 0       | 0       | 0                 | 13     | 0               | 0     |   |
| 10075000             | Atherstone Arden Hill Infant and Oakfield Junior Amalgamation                   | 638                        | 13      | 0       | 0                 | 650    | 600            | 50      | 0       | 0                 | 650    | 37              | (0)   |   |
| 10089000             | Studley Community Infants School - Modernisation                                | 22                         | 0       | 0       | 0                 | 22     | 0              | 0       | 0       | 0                 | 0      | 0               | (22)  |   |
| 10111000             | Nuneaton, Oak Wood School   | 12                         | 0       | 0       | 0                 | 12     | 0              | 0       | 0       | 0                 | 0      | 0               | (12)  |   |
| 10140000             | Alcester - St Nicholas School   | 49                         | 0       | 0       | 0                 | 49     | 34             | 0       | 0       | 0                 | 34     | 0               | (15)  |   |
| 10145000             | Newbold On Avon, Avon Valley School Improvements - Phase 3 New Build            | (3)                        | 0       | 0       | 0                 | (3)    | (2)            | 0       | 0       | 0                 | (2)    | 0               | 1     |   |
| 10213000             | Wellesbourne Primary School - 2 Temporary Classrooms and Extension              | 1,304                      | 0       | 0       | 0                 | 1,304  | 1,286          | 7       | 0       | 0                 | 1,293  | 7               | (11)  |   |
| 10218000             | Henley-In-Arden High, Specialist Status   | 2                          | 0       | 0       | 0                 | 2      | 2              | 0       | 0       | 0                 | 2      | 0               | (0)   |   |
| 10223000             | Exhall Grange School Reorganisation   | 4,502                      | 0       | 0       | 0                 | 4,502  | 4,494          | 0       | 0       | 0                 | 4,494  | 0               | (8)   |   |
| 10232000             | North Leamington Community School and Arts College and Residential Scheme       | 26                         | 0       | 0       | 0                 | 26     | 0              | 13      | 0       | 0                 | 13     | 13              | (13)  |   |
| 10240000             | Kingsbury Comprehensive School - New Block                                      | 1,603                      | 0       | 0       | 0                 | 1,603  | 1,603          | 0       | 0       | 0                 | 1,603  | 0               | 0     |   |
| 10251000             | Stratford High School Extension   | 4,661                      | 0       | 0       | 0                 | 4,661  | 4,562          | 98      | 0       | 0                 | 4,660  | 98              | (1)   |   |
| 10262000             | Education Modernisation 2009/10   | 2                          | 0       | 0       | 0                 | 2      | 2              | 0       | 0       | 0                 | 2      | 0               | 0     |   |
| 10291000             | Schools Minor Capital Works 2008/09   | 1,602                      | 0       | 0       | 0                 | 1,602  | 1,527          | 96      | 0       | 0                 | 1,622  | 96              | 20    |   |
| 10300000             | Minor Works Unallocated DFC Fund  | 236                        | 0       | 0       | 0                 | 236    | 190            | 7       | 0       | 0                 | 197    | 7               | (39)  |   |
| 10349000             | Galley Common Infant School, Extension  | 3                          | 0       | 0       | 0                 | 3      | 9              | 0       | 0       | 0                 | 9      | 0               | 6     |   |
| 10356000             | Warwick Aylesford Security and Bus Set Down                                     | 269                        | 165     | 0       | 0                 | 434    | 186            | 12      | 237     | 0                 | 435    | (153)           | 1     |   |
| 10357000             | Rugby Paddox Primary Amalgamation   | 1,850                      | 0       | 0       | 0                 | 1,850  | 1,743          | 108     | 0       | 0                 | 1,850  | 108             | 0     |   |
| 10371000             | Brookhurst Primary School, Extension  | 0                          | 0       | 0       | 0                 | 0      | 0              | 0       | 0       | 0                 | 0      | 0               | (0)   |   |
| 10425000             | Rugby Harris Secondary School Extension   | 4,070                      | 0       | 0       | 0                 | 4,070  | 4,080          | 0       | 0       | 0                 | 4,080  | 0               | 10    |   |
| 10426000             | Rugby Rokeby Junior and Infant Amalgamation                                     | 950                        | 0       | 0       | 0                 | 950    | 942            | 0       | 0       | 0                 | 942    | 0               | (8)   |   |
| 10433000             | Education Capital - Unallocated   | 0                          | 102     | 0       | 0                 | 102    | 0              | 90      | 0       | 0                 | 90     | (12)            | (12)  |   |
| 10436000             | Nuneaton Abbey Infant Temp Classroom Replacement                                | 0                          | 0       | 0       | 0                 | 0      | (1)            | 0       | 0       | 0                 | (1)    | 0               | (1)   |   |
| 10442000             | Warwick Woodloes Junior and Infant Amalgamation                                 | 10,055                     | 0       | 0       | 0                 | 10,055 | 9,852          | 203     | 0       | 0                 | 10,055 | 203             | (0)   |   |
| 10445000             | Stratford Provision of Primary Places   | 0                          | 0       | 0       | 0                 | 0      | 2              | 0       | 0       | 0                 | 2      | 0               | 2     |   |
| 10451000             | Stratford Ettington Primary Additional Classroom                                | 63                         | 0       | 0       | 0                 | 63     | 5              | 0       | 0       | 0                 | 5      | 0               | (58)  |   |
| 10481000             | Education Modernisation 2010/11   | 221                        | 0       | 0       | 0                 | 221    | 276            | (55)    | 0       | 0                 | 221    | (55)            | 0     |   |
| 10492000             | Kitchen And Dining Room Improvement Grant                                       | 696                        | 0       | 0       | 0                 | 696    | 656            | 20      | 0       | 0                 | 676    | 20              | (20)  |   |
| 10506000             | Stratford Welcombe Hills Quiet Room and Security                                | 59                         | 0       | 0       | 0                 | 59     | 0              | 0       | 0       | 0                 | 0      | 0               | (59)  |   |
| 10510000             | North Warwickshire and Hinckley College Engineering and Built Environment Space | 1,500                      | 0       | 0       | 0                 | 1,500  | 1,497          | 0       | 0       | 0                 | 1,497  | 0               | (3)   |   |
| 10513000             | Education Capital - Earmarked Capital Receipts                                  | 0                          | 4,103   | 0       | 0                 | 4,103  | 0              | 4,103   | 0       | 0                 | 4,103  | 0               | 0     |   |
| 10514000             | Queen Elizabeth School All Weather Pitch  | 472                        | 0       | 0       | 0                 | 472    | 455            | 17      | 0       | 0                 | 472    | 17              | (0)   |   |

F Learning & Achievement

| Agresso Project Code | Description  | Approved Budget at Council |                  |                  |                            |                | Forecast at Q1         |                  |                  |                            |                | Variation at Q1  |                | Reasons for Variation and Management Action  |
|----------------------|--|----------------------------|------------------|------------------|----------------------------|----------------|------------------------|------------------|------------------|----------------------------|----------------|------------------|----------------|--|
|                      |  | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |  |
| 10517000             | Rugby St Matthews Bloxham Kitchen Extension                      | 0                          | 0                | 0                | 0                          | 0              | 1                      | 0                | 0                | 0                          | 1              | 0                | 1              |  |
| 10521000             | Warwick Aylesford Language Lab Upgrade                           | 0                          | 0                | 0                | 0                          | 0              | 32                     | 0                | 0                | 0                          | 32             | 0                | 32             | Variance explained at outturn  |
| 10525000             | Stratford College Engineering and Built Environment              | 750                        | 0                | 0                | 0                          | 750            | 750                    | 0                | 0                | 0                          | 750            | 0                | 0              |  |
| 10526000             | Stratford Bridgetown Primary Extension                           | 1,366                      | 884              | 0                | 0                          | 2,250          | 1,521                  | 730              | 0                | 0                          | 2,251          | (155)            | 0              |  |
| 10527000             | Primary Capital Programme (Government Allocation) 2010/11        | 0                          | 0                | 0                | 0                          | 0              | 0                      | 0                | 0                | 0                          | 0              | 0                | 0              |  |
| 10533000             | Rugby Ashlawn School Engineering Workshop                        | 0                          | 0                | 0                | 0                          | 0              | 49                     | 0                | 0                | 0                          | 49             | 0                | 49             | Variance explained at outturn  |
| 10536000             | Harnessing Technology Grant 2010/11                              | 1,119                      | 0                | 0                | 0                          | 1,119          | 1,119                  | 0                | 0                | 0                          | 1,119          | 0                | 0              |  |
| 10543000             | Southam College Applied Learning Suite                           | 1,105                      | 29               | 0                | 0                          | 1,133          | 1,128                  | 0                | 0                | 0                          | 1,128          | (29)             | (5)            |  |
| 10547000             | Warwickshire College Land Based Diploma                          | 40                         | 0                | 0                | 0                          | 40             | 40                     | 0                | 0                | 0                          | 40             | 0                | 0              |  |
| 10549000             | Nuneaton Hartshill School Kitchen Improvements                   | 6                          | 0                | 0                | 0                          | 6              | 6                      | 0                | 0                | 0                          | 6              | 0                | 0              |  |
| 10552000             | Southam College All Weather Pitch                                | 530                        | 0                | 0                | 0                          | 530            | 536                    | 14               | 0                | 0                          | 550            | 14               | 20             |  |
| 10554000             | Devolved/School Level Budgets 2010/11 (Self-financed)            | 20,900                     | 0                | 0                | 0                          | 20,900         | 19,605                 | 7,643            | 0                | 0                          | 27,248         | 7,643            | 6,348          | The budget for this project has increased because it now includes the budget for project number 11111000 - Schools Devolved Capital 2012/13. A reduction in 2011/12 expenditure of £1,295,000 was reported at outturn. Budgets for this scheme are estimates based on government capital funding for schools and forecasts of capital funding raised by schools locally. The reduction in the combined budgets of this scheme and 11111000 is matched by a reduction in the estimate of locally raised capital funding. The reduction does not affect the amount of resources available for the corporate capital programme. |
| 10968000             | Basic Need Design  | 39                         | 0                | 0                | 0                          | 39             | 4                      | 0                | 0                | 0                          | 4              | 0                | (35)           |  |
| 10969000             | Demolition Of Temporary Classrooms                               | 0                          | 100              | 0                | 0                          | 100            | 0                      | 100              | 0                | 0                          | 100            | 0                | 0              |  |
| 10970000             | CYPF Capital Minor Projects                                      | 370                        | 100              | 0                | 0                          | 470            | 262                    | 112              | 180              | 0                          | 554            | 12               | 84             | Increase relates to additional revenue contribution made to project plus transfer of funding to a school no longer categorised as devolved as school had converted to Academy. Already reported at outturn   |
| 11008000             | Nuneaton Academy Project Support Funding                         | 150                        | 0                | 0                | 0                          | 150            | 150                    | 0                | 0                | 0                          | 150            | 0                | 0              |  |
| 11013000             | Education Capital - Unallocated Contributions                    | 0                          | 350              | 0                | 0                          | 350            | 0                      | 0                | 350              | 0                          | 350            | (350)            | 0              |  |
| 11015000             | Schools Maintenance And Capacity                                 | 0                          | 2,135            | 0                | 0                          | 2,135          | 0                      | 0                | 0                | 0                          | 0              | (2,135)          | (2,135)        | This budget was allocated out to individual schemes in the Cabinet report of 24/5/12   |
| 11064000             | The Willows Primary Extension (Pupil Places)                     | 247                        | 2,539            | 56               | 0                          | 2,842          | 212                    | 2,245            | 386              | 0                          | 2,843          | (294)            | 0              |  |
| 11065000             | Boughton Leigh Junior Refurbishment (Pupil Places)               | 44                         | 255              | 0                | 0                          | 299            | 32                     | 30               | 237              | 0                          | 299            | (225)            | 0              |  |
| 11066000             | St Michaels Primary Extension (Pupil Places)                     | 83                         | 478              | 0                | 0                          | 560            | 69                     | 478              | 13               | 0                          | 560            | 1                | (1)            |  |
| 11067000             | Camp Hill Primary Extension (Pupil Places)                       | 245                        | 1,030            | 0                | 0                          | 1,275          | 120                    | 1,255            | 0                | 0                          | 1,375          | 225              | 100            | £100,000 increase was approved by Cabinet on 24/5/12   |
| 11068000             | Wembrook Primary Reorganisation (Pupil Places)                   | 100                        | 255              | 0                | 0                          | 355            | 42                     | 313              | 0                | 0                          | 355            | 58               | (1)            |  |
| 11069000             | Sydenham Primary Extension (Pupil Places)                        | 100                        | 1,200            | 555              | 46                         | 1,901          | 23                     | 700              | 1,178            | 0                          | 1,901          | (500)            | 0              |  |
| 11070000             | Emscote Infants Extension (Pupil Places)                         | 70                         | 567              | 19               | 0                          | 656            | 33                     | 590              | 34               | 0                          | 657            | 23               | 1              |  |
| 11071000             | Shipston Primary Alterations (Pupil Places)                      | 30                         | 370              | 5                | 0                          | 405            | 12                     | 348              | 46               | 0                          | 406            | (22)             | 1              |  |
| 11072000             | Glendale Primary Alterations (Pupil Places)                      | 50                         | 0                | 0                | 0                          | 50             | 48                     | 1                | 0                | 0                          | 49             | 1                | (1)            |  |
| 11073000             | All Saints Junior Extension (Pupil Places)                       | 44                         | 556              | 16               | 0                          | 616            | 17                     | 45               | 554              | 0                          | 616            | (511)            | 0              |  |
| 11074000             | School Modernisation Block Header: Repairs and Maintenance       | 1,276                      | 600              | 0                | 0                          | 1,876          | 1,199                  | 561              | 0                | 0                          | 1,760          | (39)             | (116)          |  |
| 11074020             | Leamington SpaTelford Junior School - Roof Replacement (Block 1) | 0                          | 0                | 0                | 0                          | 0              | 98                     | 17               | 0                | 0                          | 115            | 17               | 115            | Variance explained at outturn  |
| 11074021             | Stratford High School - Roof Replacement                         | 340                        | 0                | 0                | 0                          | 340            | 347                    | 0                | 0                | 0                          | 347            | 0                | 7              |  |
| 11075000             | ICT Block Header   | 350                        | 150              | 0                | 0                          | 500            | 64                     | 437              | 0                | 0                          | 501            | 287              | 1              |  |
| 11076000             | Schools Access Initiative Block Header                           | 70                         | 880              | 0                | 0                          | 950            | 72                     | 411              | 468              | 0                          | 951            | (469)            | 1              |  |
| 11090000             | Nuneaton Milby Primary School - Roof Replacement                 | 0                          | 0                | 0                | 0                          | 0              | 130                    | 0                | 0                | 0                          | 130            | 0                | 130            | Variance explained at outturn  |
| 11101000             | Nathaniel Newton Infant (Pupil Places)                           | 0                          | 50               | 0                | 0                          | 50             | 0                      | 50               | 0                | 0                          | 50             | 0                | 0              |  |



F Learning & Achievement

| Agresso Project Code | Description   | Approved Budget at Council |               |               |                   |                | Forecast at Q1 |               |               |                   |                | Variation at Q1 |                | Reasons for Variation and Management Action  |
|----------------------|---|----------------------------|---------------|---------------|-------------------|----------------|----------------|---------------|---------------|-------------------|----------------|-----------------|----------------|--|
|                      |   | Earlier Years              | 2012/13       | 2013/14       | 2014/15 and later | Total          | Earlier Years  | 2012/13       | 2013/14       | 2014/15 and later | Total          | 2012/13         | Total          |  |
|                      |   | £'000                      | £'000         | £'000         | £'000             | £'000          | £'000          | £'000         | £'000         | £'000             | £'000          | £'000           | £'000          |  |
| 11102000             | Newdigate Primary (Pupil Places)                            | 0                          | 250           | 540           | 45                | 835            | 49             | 589           | 193           | 4                 | 835            | 339             | (1)            |  |
| 11103000             | Long Lawford Primary (pupil places)                         | 0                          | 450           | 620           | 43                | 1,113          | 226            | 885           | 2             | 0                 | 1,113          | 435             | 0              |  |
| 11104000             | Boughton Leigh Infants (Pupil Places)                       | 0                          | 85            | 400           | 63                | 548            | 93             | 455           | 1             | 0                 | 549            | 370             | 1              |  |
| 11105000             | Lillington Primary (Pupil Places)                           | 0                          | 320           | 745           | 150               | 1,215          | 36             | 250           | 1,664         | 0                 | 1,950          | (70)            | 735            | Increase in project cost (£735,000) was approved at Cabinet 24/5/12  |
| 11106000             | Amalgamation of Gun Hill and Herbert Fowler Schools         | 50                         | 1,420         | 2,280         | 0                 | 3,750          | 4              | 1,900         | 1,846         | 0                 | 3,750          | 480             | (1)            |  |
| 11108000             | Oakfield Primary  | 1,000                      | 1,700         | 171           | 0                 | 2,871          | 1,538          | 1,313         | 20            | 0                 | 2,871          | (387)           | 0              |  |
| 11109000             | Basic Need Additional Grant 2012/13                         | 0                          | 2,664         | 0             | 0                 | 2,664          | 0              | 0             | 0             | 0                 | 0              | (2,664)         | (2,664)        | This budget was allocated out to individual schemes in the Cabinet report of 24/5/12   |
| 11110000             | DfE Basic Need and Maintenance Grant 2012/13                | 0                          | 5,000         | 5,566         | 0                 | 10,566         | 0              | 0             | 5,851         | 0                 | 5,851          | (5,000)         | (4,716)        | This budget was allocated out to individual schemes in the Cabinet report of 24/5/12   |
| 11111000             | Schools Devolved Capital 2012/13                            | 0                          | 7,643         | 0             | 0                 | 7,643          | 0              | 0             | 0             | 0                 | 0              | (7,643)         | (7,643)        | This budget was transferred to project number 10554000 Devolved/School Level Budgets.  |
| 11112000             | Short breaks for Disabled Children (DfE Capital Grant)      | 0                          | 304           | 0             | 0                 | 304            | 0              | 304           | 0             | 0                 | 304            | 0               | 0              |  |
| 11173000             | Wolston St Margarets extension (pupil places)               | 0                          | 0             | 0             | 0                 | 0              | 0              | 103           | 594           | 4                 | 700            | 103             | 700            | New scheme approved at Cabinet 24/5/12   |
| 11174000             | Kingsway Pri extension and reorg (pupil places)             | 0                          | 0             | 0             | 0                 | 0              | 0              | 110           | 890           | 0                 | 1,000          | 110             | 1,000          | New scheme approved at Cabinet 24/5/12   |
| 11175000             | Newburgh Pri additional hall / studio space                 | 0                          | 0             | 0             | 0                 | 0              | 0              | 220           | 230           | 0                 | 450            | 220             | 450            | New scheme approved at Cabinet 24/5/12   |
| 11176000             | Stockingford Inf & Jnr Amalgamation                         | 0                          | 0             | 0             | 0                 | 0              | 0              | 0             | 0             | 0                 | 0              | 0               | 0              | New scheme approved at Cabinet 24/5/12 for £200,000. This allocation has since been cancelled because the school are funding the work through their devolved budget. |
| 11177000             | Schools Access Initiative 2012/13 block header              | 0                          | 0             | 0             | 0                 | 0              | 0              | 0             | 300           | 400               | 700            | 0               | 700            | New scheme approved at Cabinet 24/5/12   |
| 11178000             | Woodlands School improve facilities                         | 0                          | 0             | 0             | 0                 | 0              | 0              | 300           | 0             | 0                 | 300            | 300             | 300            | New scheme approved at Cabinet 24/5/12   |
| 11179000             | Hillmorton Pri addtnl SEN provision                         | 0                          | 0             | 0             | 0                 | 0              | 0              | 100           | 0             | 0                 | 100            | 100             | 100            | £100,000 budget approved by Cabinet 24/5/12  |
| 11180000             | Welcombe Hills vehicle access alterations                   | 0                          | 0             | 0             | 0                 | 0              | 0              | 125           | 325           | 0                 | 450            | 125             | 450            | New scheme approved at Cabinet 24/5/12   |
| 11181000             | Temporary classroom replacement                             | 0                          | 0             | 0             | 0                 | 0              | 0              | 250           | 1,250         | 0                 | 1,500          | 250             | 1,500          | New scheme approved at Cabinet 24/5/12   |
| 11182000             | Ilmington Pri replace temporary classrooms                  | 0                          | 0             | 0             | 0                 | 0              | 0              | 288           | 262           | 0                 | 550            | 288             | 550            | New scheme approved at Cabinet 24/5/12   |
| 11183000             | Clifton upon Dunsmore replace temporary classrooms          | 0                          | 0             | 0             | 0                 | 0              | 0              | 139           | 788           | 24                | 951            | 139             | 951            | New scheme approved at Cabinet 24/5/12   |
| 11184000             | Oakfield Primary School Alterations To Existing Key Stage 2 | 0                          | 0             | 0             | 0                 | 0              | 0              | 73            | 425           | 3                 | 500            | 73              | 500            | New scheme approved at Cabinet 24/5/12   |
|                      |   | <b>72,633</b>              | <b>37,780</b> | <b>10,973</b> | <b>347</b>        | <b>121,733</b> | <b>70,802</b>  | <b>29,477</b> | <b>18,320</b> | <b>434</b>        | <b>119,032</b> | <b>(8,303)</b>  | <b>(2,701)</b> |  |

Performance Information: Qtr 1 April - June 2012

| 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 Year Actual | 2011/12 Academic Year Alert | 2011/12 Academic Year Target | 2012/13 Academic Year Forecast | 2012/13 Academic Year Alert |  |
| M11000  | % of warwickshire schools judged good or outstanding by Ofsted                 | 65                           | -                            | -                            | -                           | -                            | 66                             | -                           |  |
| • It is impossible to give a year end estimate against this measure as the Ofsted framework is about to change and there is no way to predict the impact of that. |  |                              |                              |                              |                             |                              |                                |                             |  |
| M11001  | % of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent | 61                           | -                            | -                            | -                           | -                            | 64                             | -                           |  |
| 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                   |                             |  |
| M11002  | % of 16-18 year olds who are not in education, employment or training (NEET)   | 4.5                          | 5.2                          | 4.5                          |                             | 3.4                          |                                |                             |  |

F Learning & Achievement

| Higher levels of attainment for all children in Warwickshire (Academic Year Sept-Aug 12)  |   |                               |                               |                               |                              |                               |                                 |                              |  |
|---|---|-------------------------------|-------------------------------|-------------------------------|------------------------------|-------------------------------|---------------------------------|------------------------------|--|
|   | Measure   | 2010/11<br>Academic<br>Actual | 2011/12<br>Academic<br>Target | 2011/12<br>Academic<br>Actual | 2011/12<br>Academic<br>Alert | 2012/13<br>Academic<br>Target | 2012/13<br>Academic<br>Forecast | 2012/13<br>Academic<br>Alert |  |
| M11003  | Number of primary schools performing below the KS2 floor target of 60% for at least two consecutive years   | -                             | -                             | -                             |                              | 0                             | -                               |                              |  |
| <ul style="list-style-type: none"> <li>The criteria set by the DfE to determine schools below the floor were changed from January 2012. The new measure captures more schools because the criteria has raised the bar to include both attainment at 60% level 4 and above( previously 55%) and a new progress measure for the percentage of children making two levels of progress between key stage 1 and key stage 2. This is set at 87% for English and 86% for maths. We will have no idea about whether there has been any progress on this measure until November because these are academic targets based on the outcomes of national tests not carried out until May and which are reported in November.</li> </ul> |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11004  | Achievement gap between pupils eligible for free school meals and their peers achieving level 4 at Key Stage 2  | -                             | -                             | -                             |                              | 16                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>The outcomes within each reporting period will remain static because this figure is based on annual data which will not be available until November. As above the data is based on national test results which are taken at the end of the academic year. The LA is currently working with a group of schools who have more than 20% of pupils on free school meals to try and support them in addressing this issue. However the impact of that work will only be evident once the 2012 results are published.</li> </ul>   |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11005  | Achievement gap between pupils eligible for free school meals and their peers achieving 5 GCSEs A*-C including English and Maths                        | -                             | -                             | -                             |                              | 25                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>Following the change in Government in May last year, the Local Authority have less influence in schools and little opportunity for further intervention., with many schools moving to academies.</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11006  | Looked after children achieving level 4 at Key Stage 2 in English   | -                             | -                             | -                             |                              | 62                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>not available ' - not issued until end of August</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11007  | Looked after children achieving level 4 at Key Stage 2 in Maths   | -                             | -                             | -                             |                              | 62                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>not available ' - not issued until end of August</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11008  | Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent  | -                             | -                             | -                             |                              | 39                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>not available ' - not issued until end of August</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11009  | Number of permanent exclusions from school  | -                             | -                             | -                             |                              | 31                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>It would be hard to estimate the year end figure as there have been considerably fewer permanent exclusions this year across all schools and more schools have become academies. The number of permanent exclusions from LA maintained schools for this academic year is 21.</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11010  | Achievement of a level 2 qualification by age 19  | -                             | -                             | -                             |                              | 82                            | -                               |                              |  |
| <ul style="list-style-type: none"> <li>Annual Indicator Only - The 2011 figure is 82.0% - Target for 2012 is 82%.</li> </ul>  |   |                               |                               |                               |                              |                               |                                 |                              |  |
| M11011  | To narrow the attainment gap between pupils in schools judged to be satisfactory and the rest   | -                             | 4.4                           | -                             |                              | 4.4                           | -                               |                              |  |
| M11012  | % of 16/17 year olds participating in education and work based learning (WBL)   | -                             | 92                            | -                             |                              | 92                            | -                               |                              |  |
| M11013  | Number of Looked after Children (LAC) in a positive destination at age 19.  | -                             | -                             | -                             |                              | 62                            | -                               |                              |  |
| 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.                 | -                             | -                             | -                             |                              | 62                            | -                               |                              |  |
| M11015  | % of young people achieving Level 3 by 19   | -                             | -                             | -                             |                              | 58                            | -                               |                              |  |
| 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 (%) | -                             | -                             | -                             |                              | 21                            | -                               |                              |  |
| M11017  | % of 16-18 year olds on an Apprenticeship programme achieving the full Framework.   | -                             | -                             | -                             |                              | 81                            | -                               |                              |  |



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**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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Final Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|--|------------------------|-------------------------|------------------------|------------------------|-------------------------------------|---|
| Customer Contact and E-services          | 2,123                  | (154)                   | 1,969                  | 1,959                  | (10)                                |   |
| Marketing & Communications               | 0                      | 301                     | 301                    | 352                    | 51                                  | The Print Unit is currently forecast to under-recover against its income targets. Options to bring the unit to a breakeven position are being considered to bring the forecast back in line |
| One Front Door (Formerly One Stop Shops) | 761                    | (493)                   | 268                    | 275                    | 7                                   |   |
| Registration Services                    | 147                    | (43)                    | 104                    | 54                     | (50)                                | Income generation through Registration activity is forecast to be greater than planned.   |
| Other Customer Services                  | 261                    | 449                     | 710                    | 658                    | (52)                                | Delays in Projects  |
| Library & Information Services           | 5,492                  | 80                      | 5,572                  | 5,560                  | (12)                                |   |
| Customer Relations                       | 290                    | 30                      | 320                    | 320                    | 0                                   |   |
| <b>Net Service Spending</b>              | <b>9,074</b>           | <b>170</b>              | <b>9,244</b>           | <b>9,178</b>           | <b>(66)</b>                         |   |

## 2012/13 Reserves Position

| Reserve         | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|-----------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings | 170                                  | (170)                        | 66                            | 66                                      |
| <b>Total</b>    | <b>170</b>                           | <b>(170)</b>                 | <b>66</b>                     | <b>66</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<br>£'000 | Actual to<br>Date<br>£'000 | Final<br>Outturn<br>£'001 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|                    | Savings delivered in 2011/12   | 452             | 416                        | 416                       | 452             | 416                        | 416                          | 452             | 416                          |   |
| CW-CL-01 and<br>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                         | 18                        | 68              | 18                         | 68                           | 68              | 68                           | The current on-going Complaint Handling Review, is a substantial re-evaluation of what the Council needs to support complaint handling. It is anticipated that it will make recommendations about where resources should be focussed across the authority and what expectations will be of the service to support complaints handling across the Council. An internal Strategic Commissioning review is now underway to support developing a vision for the future of this service. It is most likely that the savings will have to be made from reductions to the staffing budget. |
| CW-CC-02           | Library Services reconfiguration   | 311             | 311                        | 311                       | 782             | 311                        | 782                          | 932             | 932                          |   |
| CW-CC-03           | Integrated Model for Communications  | 43              | 39                         | 43                        | 136             | 43                         | 107                          | 136             | 172                          | Communications staff and budgets will be integrated corporately.  |
|                    | <b>Total</b>   | <b>824</b>      | <b>784</b>                 | <b>788</b>                | <b>1,438</b>    | <b>788</b>                 | <b>1,373</b>                 | <b>1,588</b>    | <b>1,588</b>                 |   |
|                    | <b>Target</b>  |                 | <b>824</b>                 | <b>824</b>                | <b>1,438</b>    | <b>1,438</b>               |                              | <b>1,588</b>    | <b>1,588</b>                 |   |
|                    | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>40</b>                  | <b>36</b>                 |                 | <b>650</b>                 | <b>(1,373)</b>               |                 | <b>0</b>                     |   |

## 2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description   | Approved Budget at Council |               |               |                         |              | Forecast at Q1      |               |               |                         |              | Variation at Q1 |                          | Reasons for Variation and Management Action |
|----------------------|---|----------------------------|---------------|---------------|-------------------------|--------------|---------------------|---------------|---------------|-------------------------|--------------|-----------------|--------------------------|---|
|                      |   | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000  | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000  | 2012/13 £'000   | Total £'000              |   |
| 10643000             | One-Stop Shops Expansion Prog 2008/09                                   | 32                         | 0             | 0             | 0                       | 32           | 32                  | 0             | 0             | 0                       | 32           | 0               | 0                        |   |
| 10645000             | One-Stop Shops Expansion Programme 2009/10                              | 0                          | 249           | 100           | 0                       | 349          | 0                   | 249           | 100           | 0                       | 349          | 0               | 0                        |   |
| 10641000             | 2009-10 One Stop Shop Expansion - Leamington Spa                        | 0                          | 50            | 0             | 0                       | 50           | 0                   | 0             | 0             | 0                       | (50)         | (50)            | Funds no longer required |   |
| 10624000             | Libraries Radio Frequency Identification                                | 825                        | 30            | 0             | 0                       | 855          | 720                 | 134           | 0             | 0                       | 854          | 104             | (1)                      |   |
| 10627000             | Improving The Customer Experience- Libraries                            | 73                         | 115           | 0             | 0                       | 188          | 92                  | 96            | 0             | 0                       | 188          | (19)            | 0                        |   |
| 10631000             | Library Modernisation Linked To Best Value                              | 65                         | 80            | 155           | 0                       | 300          | 0                   | 300           | 0             | 0                       | 300          | 220             | 0                        |   |
| 11040000             | Improving the Customer Experience/One Front Door Improvements           | 0                          | 1,000         | 1,000         | 1,000                   | 3,000        | 0                   | 250           | 1,000         | 1,750                   | 3,000        | (750)           | 0                        |   |
| 10334000             | Nuneaton and Bedworth Registrars Office - Alterations and Refurbishment | 1                          | 0             | 0             | 0                       | 1            | 1                   | 0             | 0             | 0                       | 1            | 0               | (0)                      |   |
| 10644000             | County Signage -Improving The Customer Experience                       | 2                          | 0             | 0             | 0                       | 2            | 4                   | 0             | 0             | 0                       | 4            | 0               | 3                        |   |
| 10642000             | One-Stop Shops Expansion Programme                                      | 0                          | 0             | 0             | 0                       | 0            | 0                   | 0             | 0             | 0                       | 0            | 0               | 0                        |   |
| 10155000             | Improve Customer Experience in Council Buildings and DDA Works 2009/10  | 46                         | 250           | 205           | 0                       | 501          | 62                  | 235           | 205           | 0                       | 502          | (15)            | 1                        |   |
| 11077000             | Capital Fund for Community Libraries                                    | 100                        | 0             | 0             | 0                       | 100          | 67                  | 33            | 0             | 0                       | 100          | 33              | 0                        |   |
|                      |   | <b>1,144</b>               | <b>1,774</b>  | <b>1,460</b>  | <b>1,000</b>            | <b>5,378</b> | <b>978</b>          | <b>1,297</b>  | <b>1,305</b>  | <b>1,750</b>            | <b>5,330</b> | <b>(477)</b>    | <b>(48)</b>              |   |

## Performance Information: Qtr 1 April - June 2012

| Customer Service - Member Level Report Card |   |                |                |                   |                |                         |  |
|---|---|----------------|----------------|-------------------|----------------|-------------------------|--|
|   | Measure   | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual 30/06/201 | Progress to date   |
| M01000                                      | % Satisfaction level with the quality of services received  | 67.9           | 61.89          |                   |                |                         | • Warwickshire Observatory have advised that it will be Q4 before we get an annual satisfaction measure. |
| M01005                                      | Enquiries by the public resolved at first point of contact - OSS (%)  | 97             | 80             | 80                |                |                         |  |
| M01009                                      | Number of clients who take up the 'Tell us once' service  | 47             |                |                   |                |                         | • Work on-going. No figures provided by Department of Work and Pensions.                                 |
| M01012                                      | Number of visits to libraries   |                | 1673632        | 1713324           |                | 428331                  | • NB Baseline is based on 34 libraries + 5 mobiles, target is based on 18 libraries + 5 mobiles.         |
| M01013                                      | Number of Virtual library visits (including use of subscription and online enquiry services, databases, and e-book downloads) |                | 3055053        | 2574616           |                | 643654                  |  |
| M01030                                      | No. of complaints responded to within agreed timescales   |                |                |                   |                |                         | • Action underway to develop protocol to enable reporting in this area corporately.                      |
| M01031                                      | Benchmark social media Klout score  |                |                |                   |                |                         | • Action underway to develop benchmarking for this new target  |

## 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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Head of Service                          | 128                    | 133                     | 260                    | 291                       | 31                                  |  |
| Budget and Technical & Fire Finance Team | 473                    | 57                      | 529                    | 494                       | (36)                                |  |
| Financial Accounting & Projects          | 592                    | 103                     | 695                    | 695                       | 0                                   |  |
| Financial Systems & Transformation       | 1,602                  | 279                     | 1,881                  | 1,960                     | 79                                  |  |
| Communities Finance Team                 | 524                    | 8                       | 532                    | 523                       | (9)                                 |  |
| People Finance Team                      | 225                    | 699                     | 925                    | 891                       | (33)                                |  |
| Resources & Schools Finance Team         | 1,118                  | (517)                   | 602                    | 536                       | (66)                                |  |
| Finance Savings Target                   | (161)                  | (98)                    | (259)                  | (259)                     | (0)                                 |  |
| Resources Transformation Fund            | 0                      | 1,576                   | 1,576                  | 1,576                     | 0                                   |  |
| <b>Net Service Spending</b>              | <b>4,500</b>           | <b>2,240</b>            | <b>6,740</b>           | <b>6,706</b>              | <b>(34)</b>                         | The minor underspend is due to the creation of new posts - including a graduate trainee post, required to cover mandatory duties, including providing a trainee placement for internal audit. The relatively small underspends are largely the result of vacancies being held pending a larger review of the overall service, if non-staffing savings cannot be identified, particularly for 2013-14, to balance the budget (Note: the Resources Group Transformation Fund is being reported against Finance here for presentational purposes - it covers the whole Resources Group) |

2012/13 Reserves Position

| Reserve         | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|-----------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings | 93                                   | (93)                         | 34                            | 34                                      |
| <b>Total</b>    | <b>93</b>                            | <b>(93)</b>                  | <b>34</b>                     | <b>34</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|           | Savings delivered in 2011/12   | 340             | 340                        | 340                          | 340             | 340                        | 340                          | 340             |                              |   |
| 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             | 598                        | 785                          | 1,510           | 598                        | 1,510                        | 1,510           | 1,510                        | Structures and processes are in place to deliver the savings target for 2012/13, but some of this is predicated on one-off money and there is a need for some one-off investment from the Resources Group Transformation Fund to minimise the impact in 2013/14, alongside the introduction of a different way of delivering financial support to the organisation. |
| RE-FI-03  | Reduction in financial support to both members and manag   |                 |                            |                              |                 |                            |                              |                 |                              |   |
| RE-FI-04  | Shared financial services  |                 |                            |                              |                 |                            |                              |                 |                              |   |
|           | <b>Sub total</b>   | <b>1,125</b>    | <b>938</b>                 | <b>1,125</b>                 | <b>1,850</b>    | <b>938</b>                 | <b>1,850</b>                 | <b>1,850</b>    | <b>1,850</b>                 |   |
|           | <b>Target</b>  |                 | <b>1,125</b>               | <b>1,125</b>                 |                 | <b>1,850</b>               | <b>1,850</b>                 |                 | <b>1,850</b>                 |   |
|           | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>187</b>                 | <b>0</b>                     |                 | <b>912</b>                 | <b>0</b>                     |                 | <b>0</b>                     |   |

2012/13 to 2014/15 Capital Programme

| Aggresso Project Code | Description                   | Approved Budget at Council |                  |                  |                               |                | Forecast at Q1         |                  |                  |                               |                | Variation at Q1  |                | Reasons for Variation and Management Action |
|-----------------------|-------------------------------|----------------------------|------------------|------------------|-------------------------------|----------------|------------------------|------------------|------------------|-------------------------------|----------------|------------------|----------------|---|
|                       |                               | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15<br>and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15<br>and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |   |
| 10429000              | Financial Systems Replacement | 1,270                      | 0                | 0                | 0                             | 1,270          | 1,270                  | 0                | 0                | 0                             | 1,270          | 0                | 0              |   |
|                       |                               | <b>1,270</b>               | <b>0</b>         | <b>0</b>         | <b>0</b>                      | <b>1,270</b>   | <b>1,270</b>           | <b>0</b>         | <b>0</b>         | <b>0</b>                      | <b>1,270</b>   | <b>0</b>         | <b>0</b>       |   |

Performance Information: Qtr 1 April - June 2012

| Finance - Member Level Report Card |  |                   |                      |                   |                  |                  |   |
|------------------------------------|--|-------------------|----------------------|-------------------|------------------|------------------|---|
| Measure                            | 2011/12<br>Actual  | 2012/13<br>Target | Year End<br>Forecast | Year End<br>Alert | Period<br>Actual | Progress to date |   |
| M02000                             | Net variation to budget  |                   | +/- 1%               |                   |                  |                  | • First quarter's forecasts are being collated currently, so current performance is not known.  |
| M02001                             | Corporate revenue and capital spending plans (including MTFP) are produced and published by due date |                   | Yes                  | Yes               |                  |                  | • Detailed timetables are to be published inside the next fortnight, but haven't yet been released (high level timetables have been published to Cabinet) |
| M02004                             | Financial Accounting - Final Accounts (for previous financial year)                                  | Yes               |                      | Yes               |                  |                  | • External audit on-going   |
| M02014                             | Treasury Management strategy produced that supports the MTFP   |                   |                      | Yes               | Yes              |                  | • TM Strategy approved by Council on 27 March 2012.   |
| M02022                             | Deliver Finance Service within the set budget  |                   | Yes                  | Yes               |                  |                  | • On track to deliver to budget, but based on one-off monies - so further on-going reductions likely to be required next year.                            |
| M02050                             | % of quarterly outturn forecasts produced by due date  |                   | 100                  | 100               |                  | 100              | • So far, Quarter 1 reporting is on target.   |
| M02051                             | % of group reporting targets met in accordance with agreed timetable                                 |                   | 100                  | 100               |                  |                  | • No reports due to have been issued yet  |

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  |
|---------------|--|--|----------------|---|
| Finance       | Unable to provide an effective service | John Betts (Head of Corporate Finance) | <b>12 (R)</b>  | On-going monitoring of pressures on individuals; Processes are being reviewed for improvement; Workstreams deliver more effective ways of working; Service offer rations what can be delivered. Note: resource constraints preclude being able to manage this risk any further. |

Human Resources and Organisational Development - Sue Evans

2012/13 Revenue Budget

| Service   | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/ (Under)<br>£'000 | Reason for Variation and Management Action   |  |
|---|------------------------|-------------------------|------------------------|---------------------------|----------------------------------|--|--|
| Advisory Services (inc Health & Safety)                   | 844                    | 811                     | 1,655                  | 1,583                     | (72)                             | Underspend arising from vacancies across the service, which are currently going through the recruitment process. |  |
| Equalities and Diversity                                  | 212                    | 113                     | 325                    | 325                       | (0)                              |  |  |
| Human Resources Service Centre                            | 1,021                  | 473                     | 1,494                  | 1,482                     | (12)                             |  |  |
| Learning & Organisational Development & Business Partners | 576                    | (201)                   | 375                    | 378                       | 4                                |  |  |
| Business Partners   | 0                      | 511                     | 511                    | 512                       | 0                                |  |  |
| Human Resources Head of Service                           | 0                      | 230                     | 230                    | 298                       | 69                               |  | This relates to a staff turnover target that is funded through underspends elsewhere across the Business Unit. |
| Pay & Conditions & Workforce Strategy                     | 708                    | (708)                   | -                      | -                         | 0                                |  | Now included within service lines above  |
| Specialist Services                                       | 1,007                  | (1,007)                 | -                      | -                         | 0                                |  | Now included within service lines above  |
| Interpretation & Translation Service                      | 51                     | (51)                    | -                      | -                         | 0                                |  | Now included within service lines above  |
| <b>Net Service Spending</b>                               | <b>4,419</b>           | <b>172</b>              | <b>4,591</b>           | <b>4,578</b>              | <b>(13)</b>                      |  |  |

2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01/04/12<br>£'000 | Movement in year<br>£'000 | Effect of outturn<br>£'000 | Forecast closing balance<br>£'000 |
|---------------------------|--------------------------------------|---------------------------|----------------------------|-----------------------------------|
| Service Savings (non-DSG) | 144                                  | (144)                     | 13                         | 13                                |
| <b>Total</b>              | <b>144</b>                           | <b>(144)</b>              | <b>13</b>                  | <b>13</b>                         |

2012/13 to 2014/15 Savings Plan

| Reference    | Savings Proposal Title  | 2012/13         |                     |                        | 2013/14                |                     |                          | 2014/15                |                          | Reason |
|--------------|---|-----------------|---------------------|------------------------|------------------------|---------------------|--------------------------|------------------------|--------------------------|--------|
|              |   | Target<br>£'000 | Actual to Date<br>£ | Final Outturn<br>£'001 | Target<br>2011/12<br>£ | Actual to Date<br>£ | Forecast<br>2013/14<br>£ | Target<br>2013/14<br>£ | Forecast<br>2013/14<br>£ |        |
|              | Savings delivered in 2011/12                                  | 304             | 304                 | 304                    | 304                    | 304                 | 304                      | 304                    | 304                      |        |
| CW-CL-01     | Reduction in management posts in the Interpretation and       | 34              | 34                  | 34                     | 34                     | 34                  | 34                       | 34                     | 34                       |        |
| CW-CL-12     | Additional income generation in Equality and Diversity        | 0               | 0                   | 0                      | 15                     | 15                  | 15                       | 15                     | 15                       |        |
| CW-WS-01     | Learning & Development  | 79              | 79                  | 79                     | 79                     | 79                  | 79                       | 79                     | 79                       |        |
| CW-WS-03     | HR Advisory Service   | 30              | 30                  | 30                     | 100                    | 30                  | 100                      | 100                    | 100                      |        |
| CW-WS-04     | HR Business Partnership                                       | 0               | 0                   | 0                      | 18                     | 18                  | 18                       | 18                     | 18                       |        |
| CW-WS-05     | HR Transactions   | 51              | 51                  | 51                     | 51                     | 51                  | 51                       | 51                     | 51                       |        |
| CW-WS-06     | Management restructure in Workforce, Strategy and Development | 2               | 2                   | 2                      | 82                     | 2                   | 82                       | 82                     | 82                       |        |
| <b>Total</b> |   | <b>500</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>500</b>             |                        | <b>683</b>          | <b>683</b>               |                        | <b>683</b>               |        |
|              | <b>Remaining Shortfall/(Over Achievement)</b>                 |                 | <b>0</b>            | <b>0</b>               |                        | <b>183</b>          | <b>0</b>                 |                        | <b>0</b>                 |        |

Performance Information: Qtr 1 April - June 2012

| HR & OD - Member Level Report Card |   |                |                   |                |               |  |
|------------------------------------|---|----------------|-------------------|----------------|---------------|--|
| Measure                            | 2011/12 Actual  | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual | Progress to date   |
| M03000                             | % WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey   |                | 75.5              |                |               | * Staff Survey undertaken June-July 2012 Data analysis not completed at time of reporting. To be reported at Q2  |
| M03004                             | % of staff identifying themselves as disabled as reflected in the statutory Workforce Equalities & Diversity report in 2011/12                              |                | 3                 |                |               | + This is not a target it is for monitoring purposes only  |
| M03007                             | % staff believe that they have a real opportunity to develop their skills (through Corporate Staff Survey)  |                | 70                |                |               | * Staff Survey undertaken June-July 2012 Data analysis not completed at time of reporting. To be reported at Q2  |
| 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                |                |               | * Staff Survey undertaken June-July 2012 Data analysis not completed at time of reporting. To be reported at Q2  |
| M03021                             | % Overall satisfaction from customer survey (internal or external)  |                | 70                |                |               | * The Members Survey was completed for reporting in Quarter 1. No services within the HR&OD unit were included in the Survey. Data from RE Customer Surveys (Managers & Staff) to be added once completed throughout the year. |
| M03022                             | Investors in people standards maintained  |                | Yes               | Yes            | Yes           |  |
| M03019                             | % of staff satisfied with the training & development that they receive in their current job   |                |                   |                |               | * Staff Survey undertaken June-July 2012 Data analysis not completed at time of reporting. To be reported at Q2  |
| M03020                             | % staff who believe the County Council is an equal opportunities employer   |                |                   |                |               | * Staff Survey undertaken June-July 2012 Data analysis not completed at time of reporting. To be reported at Q2  |

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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Head of Service  | 123                    | (3)                     | 120                    | 120                       | 0                                   |   |
| Members Support  | 98                     |                         | 98                     | 98                        | 0                                   |   |
| ICT General Unit Charge  | (2,709)                | 2,202                   | (507)                  | (507)                     | 0                                   |   |
| Strategy and Programme (In future to be called Information and Innovation) | 606                    | 882                     | 1,488                  | 1,488                     | 0                                   |   |
| Corporate ICT Development  | 1,308                  | (17)                    | 1,291                  | 1,304                     | 13                                  |   |
| R&D Infrastructure Projects  | 636                    |                         | 636                    | 636                       | 0                                   |   |
| Customer and Supplier Services   | 1,471                  | (1,235)                 | 236                    | 236                       | 0                                   |   |
| Production Services  | 1,905                  | (880)                   | 1,025                  | 1,033                     | 8                                   |   |
| System Centre  | 1,808                  | (628)                   | 1,180                  | 1,235                     | 55                                  | Budget change relates to new ICT Structure since Feb 2012, current forecast overspend which will be managed within year |
| Schools and Network Team   | 803                    | 8                       | 811                    | 811                       | 0                                   |   |
| Information Management   | 286                    |                         | 286                    | 286                       | 0                                   |   |
| <b>Net Service Spending</b>  | <b>6,335</b>           | <b>329</b>              | <b>6,664</b>           | <b>6,740</b>              | <b>76</b>                           |   |

## 2012/13 Reserves Position

| Reserve                                | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|--|--------------------------------------|------------------------------|-------------------------------|---|
| Information Assets - Equipment reserve | 171                                  | 0                            |                               | 171                                     |
| ICT - Unit Charge Equalisation Account | 625                                  | 0                            |                               | 625                                     |
| Information Assets                     | 304                                  | (304)                        | (76)                          | (76)                                    |
| <b>Total</b>                           | <b>1,100</b>                         | <b>(304)</b>                 | <b>(76)</b>                   | <b>720</b>                              |

J information assets

2012/13 to 2014/15 Savings Plan

| Reference   | Savings Proposal Title   | 2012/13         |                            |                           | 2013/14         |                            |                              | 2014/15         |                              | Reason for Variation and Management Action  |
|-------------|--|-----------------|----------------------------|---------------------------|-----------------|----------------------------|------------------------------|-----------------|------------------------------|---|
|             |  | Target<br>£'000 | Actual to<br>Date<br>£'000 | Final<br>Outturn<br>£'001 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|             | Savings delivered in 2011/12   | 433             | 433                        | 433                       | 433             | 433                        | 433                          | 433             | 433                          |   |
| RE-IT-01-03 | ICT savings via hours reduction, restructuring and general efficiencies  | (3)             | 0                          | 0                         | 10              | 0                          | 10                           | 10              | 10                           |   |
| RE-IT-04    | Stopping the ICT Training initiative   | 50              | 0                          | 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                        | 150                       | 250             | 150                        | 250                          | 250             | 250                          | Initial changes to the arrangements already implemented in 2012/13 which have moved key staff permanent posts but service currently still in place via rota. Have therefore taken £150k savings early in 2012/13 Will review how to deliver remaining savings   |
| RE-IT-06-10 | Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them | 400             | 275                        | 275                       | 550             | 275                        | 550                          | 550             | 550                          | Delivered via £200k reduction in the Corporate ICT Development fund and £75k reduction in project related staffing. Have taken savings from budget so fully delivered by services must now adjust to operate within revised budget. Significant savings in 2013/14 will need to be delivered via staffing reductions. |
| CW-CC-05    | Transformation of Corporate Governance support   | 10              | 10                         | 10                        | 10              | 10                         | 10                           | 10              | 10                           | Removed from the budget as per savings plan   |
| New         | Printing Savings   | 0               | 22                         | 22                        | 0               | 22                         | 50                           | 0               | 50                           | Removed from the budget as per procurement justification  |
|             |  | 890             | 890                        | 890                       | 1,303           | 890                        | 1,303                        | 1,303           | 1,303                        |   |
|             | <b>Target</b>  |                 | 890                        | 890                       |                 | 1,303                      | 1,303                        |                 | 1,303                        |   |
|             | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | 0                          | 0                         |                 | 413                        | 0                            |                 | 0                            |   |

2012/13 to 2014/15 Capital Programme

| Agresso Project Code | Description   | Approved Budget at Council |                  |                  |                            |                | Forecast at Q1         |                  |                  |                            |                | Variation at Q1  |                | Reasons for Variation and Management Action  |
|----------------------|---|----------------------------|------------------|------------------|----------------------------|----------------|------------------------|------------------|------------------|----------------------------|----------------|------------------|----------------|--|
|                      |   | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |  |
| 10363000             | Property Systems Development                                      | 71                         | 129              | 0                | 0                          | 200            | 71                     | 0                | 129              | 0                          | 200            | (129)            | 0              |  |
| 10966000             | Centenary Business Centre Data Centre improvements and relocation | 520                        | 0                | 0                | 0                          | 520            | 580                    | 0                | 0                | 0                          | 580            | 0                | 60             | At Q3 review there were 2 disputed invoices which have now been paid. The position at the time was therefore understated by £50,000. Extra revenue funding has been applied. |
| 10321000             | Human Resource Management System - Replacement Server             | 8                          | 0                | 0                | 0                          | 8              | 8                      | 0                | 0                | 0                          | 8              | 0                | 0              |  |
| 10967000             | Saltisford Data Centre Improvements And Relocation                | 12                         | 0                | 0                | 0                          | 12             | 6                      | 0                | 0                | 0                          | 6              | 0                | (6)            |  |
| 11146000             | Infrastructure E Government 2011/12                               | 346                        | 0                | 0                | 0                          | 346            | 289                    | 0                | 0                | 0                          | 289            | 0                | (57)           |  |
|                      |   | 957                        | 129              | 0                | 0                          | 1,085          | 954                    | 0                | 129              | 0                          | 1,083          | (129)            | (3)            |  |

J information assets

Performance Information: Qtr 1 April - June 2012

| Information Assets - Member Level Report Card |  |                |                |                   |                |               |   |
|---|--|----------------|----------------|-------------------|----------------|---------------|---|
|   | Measure  | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual | Progress to date  |
| M04004  | % of support calls resolved at the point of contact  | 60             | 63             | 58.26             |                | 58.26         | • Issue with the falling number of incidents that this measure relates to , and to some resources issues in May. Formally reviewing to look at option to improve again.   |
| M04006  | % of support calls resolved with 8 Hours   | 75             | 80             | 70.7              |                | 70.7          | • Issue with the falling number of incidents that this measure relates to , and to some resources issues in May. Formally reviewing to look at option to improve again.   |
| M04007  | Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)   | 0              | 16             | 0                 |                | 0             |   |
| M04008  | Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)  | 0              | 22             | 0                 |                | 0             |   |
| M04013  | Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question  | 5.42           | 5.5            | 5.5               |                |               | • This is not applicable until undertaken in the Autumn   |
| M04014  | Overall customer satisfaction as measured by ICT Service Desk Survey   | 94.6           | 96             | 96                |                | 96            |   |
| 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 (December 2012)                   |                | Yes            | Yes               |                |               | • Strategy has been approved by Cabinet. Strategic Commissioning OA approved by Corporate Board in July. Now working on full business case for some elements, and implementation of all agreed changes.                       |
| M04029  | Formal promotion plan for staff, to increase awareness of Information Security and responsibilities, developed and implemented by May 2012 |                | Yes            | Yes               |                |               | • Approach approved at Information Systems Steering Group and underway. Poster campaigns are out.   |
| M04030  | Formal e-learning facility implemented for staff around Information Security awareness by September 2012                                   |                | Yes            | No                |                |               | • Options still being considered may not meet deadline  |
| M04031  | Sign-off process for Information responsibility introduced by September 2012   |                | Yes            | Yes               |                |               | • First draft form considered at July Information Systems Steering Group  |
| M04032  | Information Strategy reviewed and refreshed by September 2012  |                | Yes            | Yes               |                |               | • Planned for September and now formally linked to Strategic Commissioning Review   |
| M04033  | WCC strategy developed in relation to PSN and formal agreement negotiated (regionally or sub-regionally) by September 2012                 |                | Yes            | No                |                |               | • On-going negotiation with West Midlands PSN Group. Likely slippage as Regional Business Case not complete.  |
| M04034  | Tender documentation produced for the replacement of the Wide Area Network by March 2013   |                | Yes            | Yes               |                |               | • Will depend on Regional decisions but we are initiating some elements such as Warwick House   |
| M04035  | PSN based replacement of lines implemented from Warwick House, Wheat Street by December 2012   |                | ?              | Yes               |                |               | • On target, due to release tender.   |
| M04036  | Contract awarded in implementation of Rural Broadband facilities via BDUK project by December 2012   |                | Yes            | No                |                |               | • There is slippage in this project brought about by National BDUK procedures. Revised target = Apr13.  |
| M04037  | Supplier Design signed off in implementation of Rural Broadband facilities via BDUK project by June 2013                                   |                | Yes            | No                |                |               | • There is slippage in this project brought about by National BDUK procedures. Revised target = Oct13.  |
| M04038  | CSC able to take payments within PCIDSS regime   |                | Yes            | No                |                |               | • Project Board has agreed date change to November 2012. While there some earlier technical delays main reason is the timescale for training CSC staff. NB no service impact as interim arrangement will continue to operate. |
| M04039  | Full PCIDSS application submitted by March 2013  |                | Yes            | Yes               |                |               | • Actual debit will depend on answer from our Bank. If we can submit as level 2 the March still possible else it may need to be July 2013. Again no service delivery issues as relates to accreditation.                      |
| M04040  | Google Migration completed by December 2012  |                | Yes            | Yes               |                |               |   |
| M04041  | Key technical and management resources provided to deliver WFRS replacement command and control system by March 2013                       |                | Yes            | Yes               |                |               | • Are providing these and have agreed to deliver more senior ICT management resources for 3 days a week for rest of this financial year.  |
| M04042  | New facilities implemented for schools' learning platform, including Autology, by September 2012   |                |                | Yes               |                |               | • On target   |
| 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   |                |                |                   |                |               |   |

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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|---|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Governance and Members Services               | 620                    | 21                      | 641                    | 644                       | 3                                   |   |
| Legal Services                                | (412)                  |                         | (412)                  | (575)                     | (163)                               | Historically, the budget has been set using the previous year's budget as the base line. The level of planned activity in this financial year is likely, however, to be higher than initially anticipated, resulting in an increased surplus for Legal Services in 2012/3. However, we anticipate that the whole of the surplus will be taken up by central recharges and the Q1 forecast reflects this position. |
| Insurance, Internal Audit and Risk Management | 493                    | 5                       | 498                    | 498                       | 0                                   |   |
| Law and Governance Administration             | 1                      | (1)                     | 0                      | 0                         | 0                                   |   |
| Legal Core                                    | 408                    | 9                       | 417                    | 417                       | 0                                   |   |
| <b>Net Service Spending</b>                   | <b>1,110</b>           | <b>34</b>               | <b>1,144</b>           | <b>984</b>                | <b>(160)</b>                        |   |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| Service Savings (non-DSG) | 34                                   | (34)                         | 160                           | 160                                     |
| <b>Total</b>              | <b>34</b>                            | <b>(34)</b>                  | <b>160</b>                    | <b>160</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |  |
|                       | Savings delivered in 2011/12                   | 255             | 255                        | 255                          | 255             | 255                        | 255                          | 255             |                              |  |
| CW-CC-05<br>and LG-02 | Transformation of Corporate Governance support | 74              | 76                         | 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                         | 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>367</b>                   | <b>425</b>      | <b>367</b>                 | <b>425</b>                   | <b>425</b>      | <b>425</b>                   |  |
|                       | <b>Target</b>                                  |                 | <b>365</b>                 | <b>365</b>                   |                 | <b>425</b>                 | <b>425</b>                   |                 | <b>425</b>                   |  |
|                       | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>(2)</b>                 | <b>(2)</b>                   |                 | <b>58</b>                  | <b>0</b>                     |                 | <b>0</b>                     |  |

## Performance Information: Qtr 1 April - June 2012

| Law & Governance - Member Level Report Card |   |                |                |                   |                |               |   |
|---|---|----------------|----------------|-------------------|----------------|---------------|---|
|   | Measure   | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual | Progress to date  |
| M05000                                      | The annual governance is accepted without qualification by the Council's external auditors                | ?              | Yes            | Yes               | ★              |               | • Draft AGS reported to Audit & Standards Committee in June - Due to go to Full Council September 2012.   |
| M05017                                      | % of total LBU income generated from external customers   | 21             | 15             | 15                | ★              | 21            | • First quarter figures are healthy - but police authority ceases to exist in November and others are entering alliance arrangements which may impact - so cautious estimate at this stage  |
| M05019                                      | % reduction in the Council's Legal Bill   |                | 5              | 0                 | ▲              | -4            | • First Quarter actual currently calculated as an increase of 4%, which is reflective of Review of Legal Charging (now complete), more Safeguarding work and legal contribution to Atherstone fire court proceedings. Reduced hourly rates from 1st August will help bring target back on track, as will Legal Service Review improvements, but may not see full impact this year. Need to review and request change to Business Plan target as appropriate in Q2 |
| M05071                                      | % Delivery of all deliverables in Legal Services Review Project Plan by 31 October 2012                   |                | 90             | 90                | ★              | 45            | • Timetable reviewed, updated and agreed by Project Board in light of challenging aspirations of 12 workstreams. New project end date of 31 March 2013. Need to request change to Business Plan target.   |
| M05072                                      | Agreed workflow designs completed in Visual files by 31 May 2012  |                | Yes            | Yes               | ★              | Yes           | • This target relates to Priority 1 workflows which are largely complete - some testing still required before implementation. Work now continuing on remainder  |
| M05074                                      | % Maintained schools purchasing School Governor Development Services                                      |                | 85             | 78                | ●              | 72            |   |
| M05075                                      | Strategic Commissioning Review Report of School Governance complete by 31st March 2013                    |                | Yes            | Yes               | ★              |               | • Internal Service Review is well underway and on track to be completed by 31st August  |
| M05077                                      | CMIS Business Manager Module (report process and forward plan) implemented and operational by 31 May 2012 |                | Yes            | Yes               | ★              |               | • Committee Management Information System (CMIS) technical design complete, testing underway and training started to ensure work flow in operation for October 2013 Cabinet meeting.  |
| M05078                                      | Overview & Scrutiny Plan implemented  |                | Yes            | Yes               | ★              | Yes           | • First phase implemented   |
| M05079                                      | Annual Governance Statement approved by Council by 30th September 2012                                    |                | Yes            | Yes               | ★              |               | • Draft AGS reported to Audit & Standards Committee in June - Due to go to Full Council September 2012.   |

## 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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|---|
| Physical Assets General  | 527                    | 66                      | 593                    | 593                       | (0)                                 |   |
| Construction Services  | 0                      | 2,898                   | 2,898                  | 2,743                     | (155)                               | The planned work plan has increased resulting in additional fee income to the Service.                              |
| Facilities Management  | 0                      | 11,201                  | 11,201                 | 11,181                    | (20)                                | Underspend because of vacancies across the service.   |
| Estates & Smallholdings  | 0                      | 113                     | 113                    | 113                       | 0                                   |   |
| Asset Strategy   | 0                      | 331                     | 331                    | 416                       | 85                                  | This relates to the part year effect of a new management structure that will result in a new manager being in post. |
| Programme Management & Special Projects                        | 0                      | (677)                   | (677)                  | (677)                     | 0                                   |   |
| Maintenance & Minor Works                                      | 95                     | (95)                    | 0                      |                           | 0                                   | Now included in Construction Services   |
| Energy Management  | 858                    | (858)                   | 0                      |                           | 0                                   | Now included in Construction Services   |
| Structural Maintenance (inc Landlord / Indemnity / Devolved)   | 2,565                  | (2,565)                 | 0                      |                           | 0                                   | Now included in Construction Services   |
| Specialist Technical Services (STS)                            | (20)                   | 20                      | 0                      |                           | 0                                   | Now included in Construction Services   |
| Design and Construction  | (494)                  | 494                     | 0                      |                           | 0                                   | Now included in Construction Services   |
| Estates  | 289                    | (289)                   | 0                      |                           | 0                                   | Now included in Estates & Smallholdings   |
| Surplus Properties   | 176                    | (176)                   | 0                      |                           | 0                                   | Now included in Estates & Smallholdings   |
| Smallholdings  | (435)                  | 435                     | 0                      |                           | 0                                   | Now included in Estates & Smallholdings   |
| Corporate Facilities Group                                     | 12,109                 | (12,109)                | 0                      |                           | 0                                   | Now included in Facilities Management   |
| Caretaking   | 8                      | (8)                     | 0                      |                           | 0                                   | Now included in Facilities Management   |
| Catering   | (173)                  | 173                     | 0                      |                           | 0                                   | Now included in Facilities Management   |
| Cleaning   | (158)                  | 158                     | 0                      |                           | 0                                   | Now included in Facilities Management   |
| Strategic Asset Management                                     | 227                    | (227)                   | 0                      |                           | 0                                   | Now included in Asset Strategy  |
| Property Rationalisation Project - Revenue One off expenditure | 504                    | (504)                   | 0                      |                           | 0                                   | Now included in Programme and Special Projects  |
| <b>Net Service Spending</b>                                    | <b>14,043</b>          | <b>416</b>              | <b>14,459</b>          | <b>14,369</b>             | <b>(90)</b>                         |   |

## 2012/13 Reserves Position

| Reserve  | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|--|--------------------------------------|------------------------------|-------------------------------|---|
| Salix Energy Management Reserve                            | 279                                  |                              |                               | 279                                     |
| Catering Equalisation Account                              | 375                                  | (375)                        |                               | 0                                       |
| Glazing inspections & remedial H&S works for smallholdings | 0                                    |                              |                               | 0                                       |
| Physical Assets  | 120                                  | (120)                        | 90                            | 90                                      |
| Traded Services equipment                                  | 43                                   | (8)                          |                               | 35                                      |
| <b>Total</b>   | <b>817</b>                           | <b>(503)</b>                 | <b>90</b>                     | <b>404</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<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to<br>Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |  |
|                    | Savings delivered in 2011/12   | 796             | 796                        |                              | 796             | 796                        |                              | 796             | 796                          |  |
| EE-ER-03<br>and 04 | Rural Services : Review of rents and income generation   | 13              | 13                         | 13                           | 18              | 13                         | 18                           | 18              | 18                           |  |
| RE-PR-02<br>and 03 | Rationalise existing accommodation - There are three aspects to this work - release, disposal and better | 1,221           | 700                        | 1,221                        | 2,823           | 700                        | 2,823                        | 3,607           | 3,607                        |  |
|                    | <b>Total</b>   | <b>2,030</b>    | <b>1,509</b>               | <b>1,234</b>                 | <b>3,637</b>    | <b>1,509</b>               | <b>2,841</b>                 | <b>4,421</b>    | <b>4,421</b>                 |  |
|                    | <b>Target</b>  |                 | <b>2,030</b>               | <b>2,030</b>                 |                 | <b>3,637</b>               | <b>3,637</b>                 |                 | <b>4,421</b>                 |  |
|                    | <b>Remaining Shortfall/(Over Achievement)</b>  |                 | <b>521</b>                 | <b>796</b>                   |                 | <b>2,128</b>               | <b>796</b>                   |                 | <b>0</b>                     |  |






## 2012/13 to 2014/15 Capital Programme

| Agresso Project Code               | Description  | Approved Budget at Council |               |               |                         |             | Forecast at Q1      |               |               |                         |             | Variation at Q1 |             | Reasons for Variation and Management Action  |  |
|------------------------------------|--|----------------------------|---------------|---------------|-------------------------|-------------|---------------------|---------------|---------------|-------------------------|-------------|-----------------|-------------|--|--|
|                                    |  | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | 2012/13 £'000   | Total £'000 |  |  |
| <b>Building &amp; Construction</b> |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |  |  |
| 10160000                           | Warwick, Shire Hall Refurbish/Redevelop Office Space                 | 615                        | 0             | 0             | 0                       | 615         | 517                 | 0             | 0             | 0                       | 517         | 0               | (98)        | Consolidation of all budgets related to / or being used for Property Rationalisation Programme of County Buildings. Transferred to Project 11041000.   |  |
| 10242000                           | Warwick Accommodation At Saltisford Phase 2                          | 0                          | 0             | 0             | 0                       | 0           | 0                   | 0             | 0             | 0                       | 0           | 0               | 0           |  |  |
| 10159000                           | Major Structural Works Shire Hall Complex                            | 23                         | 0             | 0             | 0                       | 23          | 0                   | 0             | 0             | 0                       | 0           | 0               | (23)        | Consolidation of all budgets related to / or being used for Property Rationalisation Programme of County Buildings. Transferred to Project 11041000.   |  |
| 10292000                           | Improving the customer experience in WCC buildings & DDA works 08/09 | 441                        | 220           | 0             | 0                       | 661         | 240                 | 0             | 0             | 0                       | 240         | (220)           | (421)       | Consolidation of all budgets related to / or being used for Property Rationalisation Programme of County Buildings. Transferred to Project 11041000.   |  |
| 11041000                           | Rationalisation Of The Council's Property                            | 977                        | 2,000         | 900           | 0                       | 3,877       | 56                  | 2,666         | 2,000         | 0                       | 4,722       | 666             | 845         | Consolidation of all PRP Budgets (1016000 £98,000, 10159000 £23,000, 10292000 £421,000, 10596000 £424,000) less Saltisford -£31,000 and Elizabeth Hse -£91,000.  |  |
| 11059000                           | Warwick Shire Hall - Relocation Of Warwick Library                   | 1,800                      | 0             | 0             | 0                       | 1,800       | 1,759               | 42            | 0             | 0                       | 1,801       | 42              | 1           |  |  |
| 11078000                           | Warwick Saltisford Office Park - Alterations to Increase Capacity    | 546                        | 0             | 0             | 0                       | 546         | 550                 | 27            | 0             | 0                       | 577         | 27              | 31          | Funded from Property Rationalisation Programme   |  |
| 11041003                           | Nuneaton Library   | 98                         | 0             | 0             | 0                       | 98          | 34                  | 64            | 0             | 0                       | 98          | 64              | 0           |  |  |
| 10596000                           | Accommodation Strategy   | 0                          | 424           | 0             | 0                       | 424         | 0                   | 0             | 0             | 0                       | 0           | (424)           | (424)       | Consolidation of all budgets related to / or being used for Property Rationalisation Programme of County Buildings. Transferred to Project 11041000.   |  |
| 11097000                           | S/Avon Elizabeth House - Altns Re:Prop Ratnlstn                      | 0                          | 0             | 0             | 0                       | 0           | 88                  | 3             | 0             | 0                       | 91          | 3               | 91          | Funded from Property Rationalisation Programme   |  |
| 10342000                           | Warwick, Northgate House Conversion                                  | 1,843                      | 0             | 0             | 0                       | 1,843       | 1,749               | 95            | 0             | 0                       | 1,843       | 95              | (0)         |  |  |
| 10971000                           | Aylesford Flood Alleviation Scheme Contribution                      | 0                          | 925           | 0             | 0                       | 925         | 0                   | 925           | 0             | 0                       | 925         | 0               | 0           |  |  |
| 10972000                           | Planning Consent For Europa Way                                      | 0                          | 125           | 0             | 0                       | 125         | 1                   | 124           | 0             | 0                       | 125         | (2)             | (1)         |  |  |
| 11053000                           | Demolition Works - Sparrowdale Special School                        | 194                        | 0             | 0             | 0                       | 194         | 206                 | 0             | 0             | 0                       | 206         | 0               | 12          |  |  |
| 10537000                           | Nuneaton Academy Redevelopment                                       | 80                         | 5,022         | 4,130         | 471                     | 9,703       | 0                   | 5,102         | 4,601         | 0                       | 9,703       | 80              | 0           |  |  |
| 11131000                           | Wark St Johns House Museum - Repl Activity Space Bldg                | 0                          | 170           | 0             | 0                       | 170         | 0                   | 170           | 0             | 0                       | 170         | 0               | 0           |  |  |
| 11134000                           | Wark Shire Hall - Refurb Of Old Shire Hall                           | 0                          | 60            | 665           | 25                      | 750         | 0                   | 750           | 0             | 0                       | 750         | 690             | 0           |  |  |
| <b>Structural Maintenance</b>      |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |  |  |
| 10290000                           | Major Structural Maintenance - Base Programme 2008/09                | (15)                       | 0             | 0             | 0                       | (15)        | (15)                | 0             | 0             | 0                       | (15)        | 0               | 0           |  |  |
| 10408000                           | Safe Water - Base Programme 2009/10                                  | (7)                        | 0             | 0             | 0                       | (7)         | (7)                 | 0             | 0             | 0                       | (7)         | 0               | (0)         |  |  |
| 10487000                           | Safe Water - Base Programme 2010/11                                  | 0                          | 0             | 0             | 0                       | 0           | (18)                | 0             | 0             | 0                       | (18)        | 0               | (18)        |  |  |
| 10398000                           | Rewiring - Base Programme 2009/10                                    | 3                          | 0             | 0             | 0                       | 3           | 3                   | 0             | 0             | 0                       | 3           | 0               | (0)         |  |  |
| 10496000                           | Removal And Treatment Of Asbestos - Base Programme 2                 | 0                          | 0             | 0             | 0                       | 0           | 4                   | 0             | 0             | 0                       | 4           | 0               | 4           |  |  |
| 10401000                           | Non-Schools Maintenance Backlog                                      | 0                          | 0             | 0             | 0                       | 0           | 0                   | 0             | 0             | 0                       | 0           | 0               | 0           |  |  |
| 10498000                           | Rewiring - Base Programme 2010/11                                    | 29                         | 0             | 0             | 0                       | 29          | 16                  | 0             | 0             | 0                       | 16          | 0               | (13)        |  |  |
| 10499000                           | Structural Maintenance 2010/11 (Revenue Funded)                      | 0                          | 0             | 0             | 0                       | 0           | (13)                | 0             | 0             | 0                       | (13)        | 0               | (13)        |  |  |
| 10502000                           | Fire Precautions - Base Programme 2010/11                            | 39                         | 0             | 0             | 0                       | 39          | 40                  | 0             | 0             | 0                       | 40          | 0               | 1           |  |  |
| 10501000                           | Boiler Replacement - Base Programme 2010/11                          | 0                          | 0             | 0             | 0                       | 0           | 17                  | 0             | 0             | 0                       | 17          | 0               | 17          | Final contracts paid from underspend in other maintenance projects.  |  |
| 10409000                           | Small Scale Reactive Property Maintenance - Base Progra              | 0                          | 0             | 0             | 0                       | 0           | 0                   | 0             | 0             | 0                       | 0           | 0               | 0           |  |  |
| 10394000                           | Structural, Mechanical And Electrical Maintenance & Fire P           | (10)                       | 0             | 0             | 0                       | (10)        | (7)                 | 0             | 0             | 0                       | (7)         | 0               | 3           |  |  |
| 10406000                           | Removal And Treatment Of Asbestos - Base Programme 2                 | 0                          | 0             | 0             | 0                       | 0           | (3)                 | 0             | 0             | 0                       | (3)         | 0               | (3)         |  |  |
| 10391000                           | Non-Schools Remedial Safe Water                                      | (1)                        | 0             | 0             | 0                       | (1)         | (6)                 | 0             | 0             | 0                       | (6)         | 0               | (5)         |  |  |
| 10483000                           | Small Scale Reactive Property Maintenance - Base Progra              | 459                        | 0             | 0             | 0                       | 459         | 415                 | 0             | 0             | 0                       | 415         | 0               | (43)        |  |  |
| 10392000                           | Fire Precautions - Base Programme 2009/10                            | 269                        | 0             | 0             | 0                       | 269         | 267                 | 0             | 0             | 0                       | 267         | 0               | (2)         |  |  |
| 11042000                           | Structural Maintenance 2011/12 - Revenue Funded                      | 286                        | 0             | 0             | 0                       | 286         | 222                 | 9             | 0             | 0                       | 231         | 9               | (56)        |  |  |
| 10397000                           | Major Structural Maintenance - Base Programme 2009/10                | 1,216                      | 347           | 0             | 0                       | 1,563       | 1,212               | 0             | 0             | 0                       | 1,212       | (347)           | (351)       | Underspend to move to Non-Schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance 11029000.  |  |
| 10474000                           | Major Structural Maintenance (Non Schools) Base Progra               | 1,217                      | 0             | 0             | 0                       | 1,217       | 1,215               | 0             | 0             | 0                       | 1,215       | 0               | (2)         |  |  |
| 10475000                           | Non-Schools Remedial Safe Water 2010/11                              | 466                        | 0             | 0             | 0                       | 466         | 448                 | 0             | 0             | 0                       | 448         | 0               | (18)        |  |  |
| 11028000                           | Non-Schools Capital Asbestos And Safe Water Remedial                 | 293                        | 146           | 0             | 0                       | 439         | 314                 | 0             | 0             | 0                       | 314         | (146)           | (125)       | Funds transferred to project 11062000 (Warwick Shire Hall Hygiene Improvements) and project 11107000 (Warwick Shire Hall asbestos removal)   |  |
| 11032000                           | Non-Schools Capital Asbestos And Safe Water Remedial                 | 0                          | 305           | 0             | 0                       | 305         | 0                   | 104           | 0             | 0                       | 104         | (201)           | (201)       | Funds transferred to project 11107000 (Warwick Shire Hall asbestos removal)  |  |
| 11036000                           | Non-Schools Capital Asbestos And Safe Water Remedial                 | 0                          | 0             | 305           | 0                       | 305         | 0                   | 0             | 305           | 0                       | 305         | 0               | 0           |  |  |
| 11062000                           | Warwick Shire Hall - Water Hygiene Impvts(Ph 3)                      | 121                        | 0             | 0             | 0                       | 121         | 139                 | 12            | 0             | 0                       | 151         | 12              | 30          | Additional Works necessary. To be funded from Block Header   |  |
| 10493000                           | Non-Schools Maintenance Backlog 2010/11                              | 709                        | 0             | 0             | 0                       | 709         | 715                 | 0             | 0             | 0                       | 715         | 0               | 6           |  |  |
| 11063000                           | Exhall Cedars Inf Sch - Roof Replacement                             | 141                        | 0             | 0             | 0                       | 141         | 139                 | 0             | 0             | 0                       | 139         | 0               | (2)         |  |  |
| 11029000                           | Non-Schools Planned Capital Building, Mechanical And El              | 2,111                      | 199           | 0             | 0                       | 2,310       | 1,425               | 885           | 0             | 0                       | 2,310       | 686             | (1)         |  |  |
| 11033000                           | Non-Schools Planned Capital Building, Mechanical And El              | 0                          | 2,472         | 0             | 0                       | 2,472       | 0                   | 2,482         | 0             | 0                       | 2,482       | 10              | 10          | Ramsden Complex Needs Centre £50k, 11032000, £50,000 revenue funding from People's Group, less £125,000 Forsefield Complex Needs Centre 11169000, less 11162000 £158,000. Old Budget consolidated into this years allocation |  |

## L physical assets

| 11037000             | Non-Schools Planned Capital Building, Mechanical And Electrical | 0                          | 0             | 2,472         | 0                       | 2,472         | 0                   | 0             | 2,472         | 0                       | 2,472         | 0               | 0            |  |
|----------------------|---|----------------------------|---------------|---------------|-------------------------|---------------|---------------------|---------------|---------------|-------------------------|---------------|-----------------|--------------|--|
| 11029005             | Warwick Barrack St Block - Ph. 2 Catholic Protection            | 186                        | 0             | 0             | 0                       | 186           | 166                 | 0             | 0             | 0                       | 166           | 0               | (20)         |  |
| Agresso Project Code | Description   | Approved Budget at Council |               |               |                         |               | Forecast at Q1      |               |               |                         |               | Variation at Q1 |              | Reasons for Variation and Management Action  |
|                      |   | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000   | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000   | 2012/13 £'000   | Total £'000  |  |
| 11030000             | Schools Capital Asbestos And Safe Water Remedial Works          | 1,380                      | 0             | 0             | 0                       | 1,380         | 1,237               | 143           | 0             | 0                       | 1,380         | 143             | 0            |  |
| 11034000             | Schools Capital Asbestos And Safe Water Remedial Works          | 0                          | 1,265         | 0             | 0                       | 1,265         | 0                   | 1,265         | 0             | 0                       | 1,265         | 0               | 0            |  |
| 11038000             | Schools Capital Asbestos And Safe Water Remedial Works          | 0                          | 0             | 1,265         | 0                       | 1,265         | 0                   | 0             | 1,265         | 0                       | 1,265         | 0               | 0            |  |
| 11031000             | Schools Planned Capital Building, Mechanical And Electrical     | 3,203                      | 0             | 0             | 0                       | 3,203         | 3,144               | 6             | 0             | 0                       | 3,150         | 6               | (53)         |  |
| 11035000             | Schools Planned Capital Building, Mechanical And Electrical     | 0                          | 5,454         | 0             | 0                       | 5,454         | 0                   | 5,560         | 0             | 0                       | 5,560         | 106             | 106          | Additional £400,000 agreed in Cabinet Report from Education Modernisation, funding 11166000 £175,000, 11167000 £121,000  |
| 11039000             | Schools Planned Capital Building, Mechanical And Electrical     | 0                          | 0             | 5,454         | 0                       | 5,454         | 0                   | 0             | 5,454         | 0                       | 5,454         | 0               | 0            |  |
| 11031003             | Exhall Ash Green Sch - Boiler Repl                              | 133                        | 0             | 0             | 0                       | 133           | 147                 | 0             | 0             | 0                       | 147           | 0               | 14           | Funded from Schools Capital Asbestos and Safe Water Remedial Works Block Header  |
| 11031042             | Southam College - Window Repl (Block 1)                         | 117                        | 0             | 0             | 0                       | 117           | 115                 | 0             | 0             | 0                       | 115           | 0               | (2)          |  |
| 11107000             | Wark Shire Hall - Asb Rem/Repl(Basemt)                          | 0                          | 0             | 0             | 0                       | 0             | 114                 | 201           | 0             | 0                       | 315           | 201             | 315          | Report agreed at Portfolio meeting 27/7/12. Funding from 11028000 and 11032000   |
| 11096000             | Wark Barrack St Block - Roof Repl                               | 0                          | 0             | 0             | 0                       | 0             | 185                 | 15            | 0             | 0                       | 200           | 15              | 200          | Funded from Non Schools Backlog Block Header 11029000.   |
| 11142000             | Non Schools Asb & Safe Water Remedials 2014/15                  | 0                          | 0             | 0             | 305                     | 305           | 0                   | 0             | 0             | 305                     | 305           | 0               | 0            |  |
| 11143000             | Schools Asbestos & Safe Water Remedials 2014/15                 | 0                          | 0             | 0             | 1,265                   | 1,265         | 0                   | 0             | 0             | 1,265                   | 1,265         | 0               | 0            |  |
| 11144000             | Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15            | 0                          | 0             | 0             | 2,472                   | 2,472         | 0                   | 0             | 0             | 2,472                   | 2,472         | 0               | 0            |  |
| 11145000             | Schools Planned Bldg, Mech & Elect Backlog 2014/15              | 0                          | 0             | 0             | 5,454                   | 5,454         | 0                   | 0             | 0             | 5,454                   | 5,454         | 0               | 0            |  |
| 11160000             | Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs             | 0                          | 0             | 0             | 0                       | 0             | 0                   | 119           | 0             | 0                       | 119           | 119             | 119          | Funding from Block Header 11029000   |
| 11162000             | Llandudno Marle Hall Oec - Boiler Repl                          | 0                          | 0             | 0             | 0                       | 0             | 0                   | 158           | 0             | 0                       | 158           | 158             | 158          | Funding from Block Header 11033000   |
| 11166000             | Rugby Northlands Prim Sch - Boiler Repl & Htg Dist Impvts       | 0                          | 0             | 0             | 0                       | 0             | 0                   | 175           | 0             | 0                       | 175           | 175             | 175          | Funding from Block Header 11035000   |
| 11167000             | Atherstone Queen Elizbth Sch - Flat Roof Repl                   | 0                          | 0             | 0             | 0                       | 0             | 0                   | 121           | 0             | 0                       | 121           | 121             | 121          | Funding from Block Header 11035000   |
| 11169000             | Leamington The Fordsfield Centre - Major adaptations and        | 0                          | 0             | 0             | 0                       | 0             | 0                   | 250           | 0             | 0                       | 250           | 250             | 250          | Funding from 11032000 (£25,000) 11033000 (£125,000) 10592000 (£50,000) Revenue funding from People's Group (£50,000)   |
| <b>Facilities</b>    |   |                            |               |               |                         |               |                     |               |               |                         |               |                 |              |  |
| 10367000             | Corporate & Schools Recycling Prog                              | 122                        | 0             | 0             | 0                       | 122           | 103                 | 0             | 0             | 0                       | 103           | 0               | (19)         |  |
| 10414000             | Schools Cashless Catering Provision                             | 314                        | 0             | 0             | 0                       | 314           | 334                 | 0             | 0             | 0                       | 334           | 0               | 20           |  |
| 10405000             | CYPF Premises Small Scale Reactive Works - Base 2010            | 26                         | 0             | 0             | 0                       | 26            | 35                  | 0             | 0             | 0                       | 35            | 0               | 9            |  |
| 10581000             | Day Services Modernisation Programme 2005/2006                  | (0)                        | 0             | 0             | 0                       | (0)           | 0                   | 0             | 0             | 0                       | 0             | 0               | 0            |  |
| 10585000             | AHCS Premises Small Scale Reactive Works - Base Prog            | 87                         | 0             | 0             | 0                       | 87            | 87                  | 0             | 0             | 0                       | 87            | 0               | 0            |  |
| 10586000             | AHCS Premises Small Scale Reactive Works - Base Prog            | 44                         | 0             | 0             | 0                       | 44            | 44                  | 0             | 0             | 0                       | 44            | 0               | 0            |  |
| 10635000             | AHCS Library Premises Small Works Base Programme 09             | 95                         | 0             | 0             | 0                       | 95            | 95                  | 0             | 0             | 0                       | 95            | 0               | 0            |  |
| 10634000             | AHCS Library Premises Small Works Base Programme 08             | 119                        | 0             | 0             | 0                       | 119           | 119                 | 0             | 0             | 0                       | 119           | 0               | (0)          |  |
| 10636000             | Library Premises Small Works Base Programme 2010/11             | 78                         | 0             | 0             | 0                       | 78            | 78                  | 0             | 0             | 0                       | 78            | 0               | 0            |  |
| 10592000             | Small Scale Reactive / Minor Improvements County-Wide           | 56                         | 200           | 273           | 0                       | 529           | 0                   | 100           | 318           | 0                       | 418           | (100)           | (111)        | £50,000 to 11169000 and £50,000 to 11033000 CSS funding  |
| <b>Energy</b>        |   |                            |               |               |                         |               |                     |               |               |                         |               |                 |              |  |
| 10410000             | Climate Change 2007/08  | 209                        | 195           | 0             | 0                       | 404           | 229                 | 193           | 5             | 0                       | 427           | (2)             | 23           |  |
| 10410002             | Kingsbury Water Park - New Biomass Fuel Heating System          | 1                          | 0             | 0             | 0                       | 1             | 1                   | 0             | 0             | 0                       | 1             | 0               | 0            |  |
| 10400000             | Climate Change 2009/10  | 175                        | 288           | 0             | 0                       | 463           | 163                 | 186           | 103           | 0                       | 452           | (102)           | (12)         |  |
| 11135000             | Various Properties - Reducing Energy                            | 0                          | 500           | 750           | 1,000                   | 2,250         | 0                   | 200           | 1,050         | 1,000                   | 2,250         | (300)           | 0            |  |
| 11136000             | Various Properties - Renewable Energy                           | 0                          | 1,600         | 1,800         | 2,500                   | 5,900         | 0                   | 1,000         | 2,400         | 2,500                   | 5,900         | (600)           | 0            |  |
| <b>Smallholdings</b> |   |                            |               |               |                         |               |                     |               |               |                         |               |                 |              |  |
| 10983000             | Rural Services Capital Maintenance 2011/12                      | 20                         | 0             | 0             | 0                       | 20            | 20                  | 0             | 0             | 0                       | 20            | 0               | (0)          |  |
| 10419000             | Nitrate Vulnerable Zone - Farm Waste Regulation                 | 264                        | 0             | 0             | 0                       | 264           | 307                 | 0             | 0             | 0                       | 307           | 0               | 43           | Projects brought forward due to release from sensitive buildings list  |
| 10305000             | Rural Estates Dairy Units                                       | 21                         | 0             | 0             | 0                       | 21            | 22                  | 0             | 0             | 0                       | 22            | 0               | 1            |  |
| 11024000             | Dunkleys Farm, Dunchurch  | 55                         | 0             | 0             | 0                       | 55            | 0                   | 0             | 0             | 0                       | 0             | 0               | (55)         |  |
| 11025000             | Hurley, Poplars Farm  | 1,000                      | 0             | 0             | 0                       | 1,000         | 147                 | 0             | 0             | 0                       | 147           | 0               | (853)        | This budget was transferred to the smallholdings maintenance allocation in 2011/12. The maintenance allocation does not appear on this appendix as it has no forecast spend for 2012/13 onwards. |
| 11026000             | Tysoe, Herberts Farm Cottage - Thatch Roof                      | 25                         | 0             | 0             | 0                       | 25            | 26                  | 0             | 0             | 0                       | 26            | 0               | 1            |  |
| 11137000             | Smallholdings - Nitrate Vulnerable Zone 2012                    | 0                          | 292           | 0             | 0                       | 292           | 0                   | 292           | 0             | 0                       | 292           | 0               | 0            |  |
| 11138000             | Smallholdings - Decent Homes Standard 2012                      | 0                          | 508           | 0             | 0                       | 508           | 0                   | 508           | 0             | 0                       | 508           | 0               | 0            |  |
| 11139000             | Rural Services Capital Maintenance 2012/13                      | 0                          | 942           | 0             | 0                       | 942           | 0                   | 942           | 0             | 0                       | 942           | 0               | 0            |  |
| 11140000             | Rural Services Capital Maintenance 2013/14                      | 0                          | 0             | 772           | 0                       | 772           | 0                   | 0             | 772           | 0                       | 772           | 0               | 0            |  |
| 11141000             | Rural Services Capital Maintenance 2014/15                      | 0                          | 0             | 0             | 772                     | 772           | 0                   | 0             | 0             | 772                     | 772           | 0               | 0            |  |
|                      |   | <b>21,673</b>              | <b>23,658</b> | <b>18,786</b> | <b>14,264</b>           | <b>78,380</b> | <b>18,640</b>       | <b>24,888</b> | <b>20,744</b> | <b>13,768</b>           | <b>78,040</b> | <b>1,231</b>    | <b>(341)</b> |  |

## Performance Information: Qtr 1 April - June 2012

| Physical Assets - Member Level Report Card |   |                |                |                   |   |               |   |
|--|---|----------------|----------------|-------------------|---|---------------|---|
|  | Measure   | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert  | Period Actual | Progress to date  |
| M06000                                     | % of our retained operational property portfolio having optimum utilisation                               | 83             | 90             | 90                |  | 86            |   |
| M06019                                     | Value of savings equating to a 30% (£4,376k) reduction in the cost of non-school property by 2013/14 (£k) |                | 1779           | 1221              |  | 700           | <ul style="list-style-type: none"> <li>The target for 2012/13 should be £1221</li> <li>The current target of £1779 was set based on the 2011/12 forecast of £211k and therefore reflected the shortfall of 558 (i.e. 1221 + 558 = 1779).</li> <li>The 2011/12 actual was 769 and the 2011/12 target was achieved. As such the 2012/13 target should be revised back to plan.</li> <li>Overall savings across the life of the plan are expected to exceed the target of £4,376k</li> </ul> |
| M06022                                     | Capital receipts target (£m)  |                | 5.75           | 5.7               |  | 0.16          |   |
| M06023                                     | Delivering a viable solution for Old Shire Hall and Corporate Catering                                    |                | Yes            | Yes               |  |               |   |
| M06024                                     | Delivering a viable solution for Fire Headquarters replacement  |                | Yes            | Yes               |  |               |   |

## 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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|---|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Performance & Planning                          | 794                    | 15                      | 809                    | 809                       | -                                   |  |
| Observatory                                     | 379                    |                         |                        |                           |                                     |  |
|   |                        | 49                      | 428                    | 434                       | 6                                   |  |
| Service Improvement and Change Management Admin | 227                    |                         |                        |                           |                                     |  |
|   |                        | 7                       | 234                    | 234                       | -                                   |  |
| Development and Support                         | 787                    | (20)                    | 767                    | 729                       | (38)                                | Partial year effect of vacant Development Officer and Administration Officer Posts |
| Corporate Programme Management Office           | 268                    | (23)                    | 245                    | 241                       | (4)                                 |  |
| <b>Net Service Spending</b>                     | <b>2,455</b>           | <b>28</b>               | <b>2,483</b>           | <b>2,447</b>              | <b>(36)</b>                         |  |

## 2012/13 Reserves Position

| Reserve         | Opening Balance<br>01.04.12<br>£'000 | Movement in year<br>£'000 | Effect of outturn<br>£'000 | Forecast closing balance<br>£'000 |
|-----------------|--------------------------------------|---------------------------|----------------------------|-----------------------------------|
| Service Savings | 50                                   | (50)                      | 36                         | 36                                |
| <b>Total</b>    | <b>50</b>                            | <b>(50)</b>               | <b>36</b>                  | <b>36</b>                         |

## 2012/13 to 2014/15 Savings Plan

| Reference | Savings Proposal Title   | 2012/13         |                         |                           | 2013/14         |                         |                           | 2014/15         |                           | Reason   |
|-----------|--|-----------------|-------------------------|---------------------------|-----------------|-------------------------|---------------------------|-----------------|---------------------------|--|
|           |  | Target<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Forecast Outturn<br>£'000 |  |
|           | Savings delivered in 2011/12                                   | 213             | 213                     | 213                       | 213             | 213                     | 213                       | 213             | 213                       |  |
| CW-CL-14  | Reduction in support services                                  | 15              | 15                      | 15                        | 32              | 15                      | 32                        | 32              | 32                        |  |
| PPU-02    | Generating income through charging for consultation activities | 35              | 0                       | 35                        | 65              | 0                       | 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>228</b>              | <b>263</b>                | <b>310</b>      | <b>228</b>              | <b>310</b>                | <b>310</b>      | <b>310</b>                |  |
|           | <b>Target</b>  |                 | <b>263</b>              | <b>263</b>                |                 | <b>310</b>              | <b>310</b>                |                 | <b>310</b>                |  |
|           | <b>Remaining Shortfall/(Over Achievement)</b>                  |                 | <b>35</b>               | <b>0</b>                  |                 | <b>82</b>               | <b>0</b>                  |                 | <b>0</b>                  |  |



## Performance Information: Qtr 1 April - June 2012

| SICM - Member Level Report Card |  |                |                |                   |                |               |  |
|---------------------------------|--|----------------|----------------|-------------------|----------------|---------------|--|
|                                 | Measure  | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual | Progress to date   |
| M07043                          | Going for Growth' is encapsulated into the Council's Planning Framework by February 2013   |                | Yes            | Yes               |                |               | • As part of the Corporate Framework Review of Business Planning, Going for Growth will be encapsulated into Business Planning approach ahead of the next planning cycle   |
| M07044                          | Benefits Realisation: % of bull business cases that have articulated measureable benefits  |                | 100            | 100               |                | 0             | • First Business Cases to be delivered to Corporate Board in third quarter of 2012   |
| M07045                          | Corporate Frameworks Review: New arrangements for each corporate Framework are implemented |                | Yes            | Yes               |                |               | • A Corporate Frameworks Programme Board has been established to oversee the review of 19 Corporate Frameworks for which the Resources Group are responsible. 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. Scoping documents are produced for each review and delivery is monitored by the Programme Board. |
| M07046                          | Corporate Enterprise post created  |                | Yes            | Yes               |                | Yes           | • Starts in post August 2012   |
| M07047                          | Progress against plan is achieved  |                | Yes            | Yes               |                |               | • Proposal for reshaping and relaunching the Warwickshire Observatory Board have been developed but yet to be agreed.  |
| M07041                          | % Increase in satisfaction with service provision  |                |                |                   |                |               | • Since Reviews have not yet established their Business Cases for changes, this can't be measured. However, it is believed that progress is being made.  |
| M07042                          | Number of Service Reviews delivering full business case to schedule                        |                | 2              | 6                 |                | 0             | For this purpose, review is considered completed when reached Business Case sign off   |

## 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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|------------------------------------|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Sustainable Communities Management | 142                    | 82                      | 224                    | 227                       | 3                                   |  |
| Waste Management                   | 17,760                 | 422                     | 18,182                 | 18,039                    | (143)                               | Reduced tonnages in 1st quarter. Weather has affected levels of green waste.   |
| Rural Services                     | 195                    | 174                     | 369                    | 369                       | 0                                   |  |
| Country Parks                      | 203                    |                         | 203                    | 203                       | 0                                   | Weather has meant reduced footfall so far compared to last year. Will not know real affect of this until end of summer season - forecast to be thoroughly revised then |
| Forestry                           | 116                    |                         | 116                    | 116                       | 0                                   |  |
| Gypsy & Traveller Services         | 7                      |                         | 7                      | (15)                      | (22)                                | Good levels of rental income and income from working arrangements with other authorities.  |
| HS2                                | 100                    |                         | 100                    | 100                       | 0                                   |  |
| Regeneration Projects & Funding    | 761                    | 620                     | 1,381                  | 1,168                     | (213)                               | Savings on Olympic spend of approx. £70k so far plus salary savings in Regeneration  |
| LEP Delivery Team                  | 716                    | 1,063                   | 1,779                  | 1,774                     | (5)                                 | Short term salary savings  |
| Service Transformation             | 21                     |                         | 21                     | 18                        | (3)                                 |  |
| Asset Management                   | (392)                  | 24                      | (368)                  | (401)                     | (33)                                | Increased income - good level of occupancy.  |
| Education Business Partnership     | 57                     |                         | 57                     | 57                        | 0                                   |  |
| Planning & Development Group       | 421                    | 134                     | 555                    | 520                       | (35)                                | Short term salary savings and increased income   |
| <b>Net Service Spending</b>        | <b>20,107</b>          | <b>2,519</b>            | <b>22,626</b>          | <b>22,175</b>             | <b>(451)</b>                        |  |

## 2012/13 Reserves Position

| Reserve  | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|--|--------------------------------------|------------------------------|-------------------------------|---|
| General  | 2,028                                | (1,445)                      | 451                           | 1,034                                   |
| Business Centres incl Building Maintenance Liabilities | 300                                  |                              |                               | 300                                     |
| Household Recycling Contract                           | 0                                    |                              |                               | 0                                       |
| Development Group Realignment                          | 200                                  | (100)                        |                               | 100                                     |
| Growing Places Fund                                    | 946                                  | (946)                        |                               | 0                                       |
| <b>Total</b>   | <b>3,474</b>                         | <b>(2,491)</b>               | <b>451</b>                    | <b>1,434</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<br>£'000 | Actual to Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Actual to Date<br>£'000 | Forecast<br>Outturn<br>£'000 | Target<br>£'000 | Forecast<br>Outturn<br>£'000 |   |
|                 | Savings delivered in 2011/12  | 801             | 985                     | 985                          | 801             | 985                     | 985                          | 801             | 985                          |   |
| EE-ER-01 and 02 | Rationalisation of Household Waste Recycling Centres (HWRCs) and Services | 1,549           | 400                     | 1549                         | 2,637           | 400                     | 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              | 3                       | 10                           | 15              | 3                       | 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             | 356                     | 363                          | 435             | 356                     | 435                          | 435             | 435                          |   |
| EE-SC-02        | Increase income from business property.                                   | 11              | 11                      | 11                           | 11              | 11                      | 11                           | 11              | 11                           | Will only be an issue if occupancy levels fall significantly.   |
| EE-SC-03        | Reduce costs and increase income from gypsy and                           | 20              | 5                       | 20                           | 25              | 5                       | 25                           | 25              | 25                           |   |
| EE-SC-04        | Removal of County Planner post  | 0               | 0                       | 0                            | 51              | 0                       | 51                           | 51              | 51                           |   |
| EE-SC-05        | Education Business Partnership - agree exit strategy                      | 0               | 0                       | 0                            | 50              | 0                       | 50                           | 50              | 50                           |   |
|                 | <b>Total</b>  | <b>2,754</b>    | <b>1,760</b>            | <b>2,938</b>                 | <b>4,025</b>    | <b>1,760</b>            | <b>4,209</b>                 | <b>4,025</b>    | <b>4,209</b>                 |   |
|                 | <b>Target</b>   |                 | <b>2,754</b>            | <b>2,754</b>                 |                 | <b>4,025</b>            | <b>4,025</b>                 |                 | <b>4,025</b>                 |   |
|                 | <b>Remaining Shortfall/(Over Achievement)</b>                             |                 | <b>994</b>              | <b>(184)</b>                 |                 | <b>2,265</b>            | <b>(184)</b>                 |                 | <b>(184)</b>                 |   |

2012/13 to 2014/15 Capital Programme

| Agresso Project Code        | Description   | Approved Budget at Council |                  |                  |                            |                | Forecast at Q1         |                  |                  |                            |                | Variation at Q1  |                | Reasons for Variation and Management Action   |  |
|-----------------------------|---|----------------------------|------------------|------------------|----------------------------|----------------|------------------------|------------------|------------------|----------------------------|----------------|------------------|----------------|---|--|
|                             |   | Earlier Years<br>£'000     | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | Earlier Years<br>£'000 | 2012/13<br>£'000 | 2013/14<br>£'000 | 2014/15 and later<br>£'000 | Total<br>£'000 | 2012/13<br>£'000 | Total<br>£'000 |   |  |
| <b>Economic Development</b> |   |                            |                  |                  |                            |                |                        |                  |                  |                            |                |                  |                |   |  |
| 10081000                    | Building Sustainable Neighbourhoods                     | 2,316                      | 0                | 0                | 0                          | 2,316          | 2,307                  | 0                | 0                | 0                          | 2,307          | 0                | (9)            |   |  |
| 10202000                    | Masterplanning & Feasibility Small Scale Imps           | 0                          | 80               | 0                | 0                          | 80             | 0                      | 0                | 80               | 0                          | 80             | (80)             | 0              |   |  |
| 11007000                    | Hartshill Sports Pavilion, S106 Contribution            | 70                         | 0                | 0                | 0                          | 70             | 6                      | 64               | 0                | 0                          | 70             | 64               | (0)            |   |  |
| 10503000                    | Deprived Communities Environmental Improvements         | 1                          | 0                | 0                | 0                          | 1              | 13                     | 0                | 0                | 0                          | 13             | 0                | 13             | The increase in spending was dealt with in 2011/12 with a revenue contribution. No further spending is expected.  |  |
| 11005000                    | Centenary Business Centre - Toilet Facilities           | 23                         | 0                | 0                | 0                          | 23             | 26                     | 0                | 0                | 0                          | 26             | 0                | 3              |   |  |
| 11006000                    | Sir Frank Whittle Business Centre - Heating             | 37                         | 0                | 0                | 0                          | 37             | 35                     | 0                | 0                | 0                          | 35             | 0                | (2)            |   |  |
| 10086000                    | Optima Centre, Nuneaton                                 | 7,620                      | 56               | 0                | 0                          | 7,676          | 7,638                  | 56               | 0                | 0                          | 7,694          | 0                | 18             |   |  |
| 10258000                    | Nuneaton and Bedworth Town Centre - Queens Road West    | 586                        | 54               | 0                | 0                          | 640            | 586                    | 0                | 54               | 0                          | 640            | (54)             | 0              |   |  |
| <b>Countryside</b>          |   |                            |                  |                  |                            |                |                        |                  |                  |                            |                |                  |                |   |  |
| 10260000                    | Learn. To Rugby Disused Rlwy Line - 2002/03             | 73                         | 27               | 0                | 0                          | 100            | 73                     | 0                | 27               | 0                          | 100            | (27)             | 0              |   |  |
| 10271000                    | Countryside Mance - Base Programme 2009/10              | 168                        | 0                | 0                | 0                          | 168            | 177                    | 0                | 0                | 0                          | 177            | 0                | 9              |   |  |
| 10376000                    | Pooley Country Park Regeneration                        | 328                        | 0                | 0                | 0                          | 328            | 325                    | 4                | 0                | 0                          | 329            | 4                | 1              |   |  |
| 10282000                    | Countryside Mance - Base Programme 2010/11              | 203                        | 0                | 0                | 0                          | 203            | 100                    | 103              | 0                | 0                          | 203            | 103              | 0              |   |  |
| 10983000                    | Countryside Mance - Base Programme 2011/12              | 0                          | 50               | 0                | 0                          | 50             | 0                      | 50               | 0                | 0                          | 50             | 0                | 0              |   |  |
| 11022000                    | Countryside Mance - Base Programme 2012/13              | 0                          | 120              | 0                | 0                          | 120            | 0                      | 369              | 170              | 0                          | 539            | 249              | 419            | Making use of a planned Revenue Contribution and match funding from WREN to do a full programme of maintenance to Ryton and Hartshill Country Parks. Additional S106 money of £190,000 was allocated to Ryton Pools surfacing work and maintenance allowance. |  |
| 11023000                    | Countryside Mance - Base Programme 2013/14              | 0                          | 0                | 120              | 0                          | 120            | 0                      | 0                | 120              | 0                          | 120            | 0                | 0              |   |  |
| 11120000                    | Rural Services Capital Maintenance 2014/15              | 0                          | 0                | 0                | 120                        | 120            | 0                      | 0                | 120              | 0                          | 120            | 0                | 0              |   |  |
| <b>Other</b>                |   |                            |                  |                  |                            |                |                        |                  |                  |                            |                |                  |                |   |  |
| 10386000                    | Refurbishment Of Griff Gypsy & Traveller 'Settled' Site | 577                        | 155              | 0                | 0                          | 732            | 566                    | 166              | 0                | 0                          | 732            | 11               | 0              |   |  |
| 10185000                    | E-Planning - New Computer System                        | 22                         | 0                | 0                | 0                          | 22             | 22                     | 0                | 0                | 0                          | 22             | 0                | 0              |   |  |
| 10105000                    | Minor Works 2004/05                                     | 1                          | 0                | 0                | 0                          | 1              | 0                      | 1                | 0                | 0                          | 1              | 1                | 0              |   |  |
| 11121000                    | Development of Rural Broadband                          | 0                          | 351              | 565              | 2,581                      | 3,497          | 0                      | 210              | 1,191            | 2,096                      | 3,497          | (141)            | 0              |   |  |
| 11155000                    | Growing Places Fund                                     | 0                          | 0                | 0                | 0                          | 0              | 0                      | 1,510            | 8,530            | 1,807                      | 11,847         | 1,510            | 11,847         | New Grant. Forecasts are based on information provided by applicants at either application or due diligence stage. Updated figures to be provided on completion of due diligence.   |  |
| <b>Waste Management</b>     |   |                            |                  |                  |                            |                |                        |                  |                  |                            |                |                  |                |   |  |
| 10454000                    | Lower House Farm Waste Facility                         | 2,477                      | 5,043            | 0                | 0                          | 7,519          | 2,205                  | 5,315            | 0                | 0                          | 7,520          | 273              | 1              |   |  |
| 10181000                    | Nuneaton Household Waste & Recycling Centre             | 316                        | 0                | 0                | 0                          | 316            | 594                    | 0                | 0                | 0                          | 594            | 0                | 278            | Used as part of the "in house" project for HWRC and Transfer Stations to purchase the plant and machinery required. Supplemented by a Revenue Contribution.   |  |
| 10250000                    | Household Waste Recycling Centres Site Maintenance      | 826                        | 0                | 0                | 0                          | 826            | 792                    | 35               | 0                | 0                          | 827            | 35               | 1              |   |  |
| 10207000                    | Waste Strategy - Waste Treatment & Transfer Facility    | 0                          | 1,090            | 0                | 0                          | 1,090          | 0                      | 475              | 615              | 0                          | 1,090          | (615)            | 0              |   |  |
| 11081000                    | Waste Infrastructure Support for District Councils      | 910                        | 0                | 0                | 0                          | 910            | 910                    | 0                | 335              | 0                          | 1,245          | 0                | 335            | £335,000 was received back from NBBC in April 2012 as part of a loan agreement made in 2011/12. This will fund the contribution to NWBC in 2012/13.   |  |

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|          |  |               |              |            |              |               |               |              |               |              |               |              |               |
|----------|--|---------------|--------------|------------|--------------|---------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| 10350000 | In-Vessel Composting Units For Schools           | 65            | 0            | 0          | 0            | 65            | 37            | 28           | 0             | 0            | 65            | 28           | (0)           |
| 10224000 | Waste Strategy Implementation - District Support | 4             | 0            | 0          | 0            | 4             | 0             | 4            | 0             | 0            | 4             | 4            | 0             |
| 10381000 | Waste Capital Infrastructure Grant               | 245           | 75           | 0          | 0            | 320           | 120           | 174          | 26            | 0            | 320           | 99           | (0)           |
| 11117000 | HWRC Maintenance 2012/13                         | 0             | 70           | 0          | 0            | 70            | 0             | 70           | 0             | 0            | 70            | 0            | 0             |
| 11118000 | HWRC Maintenance 2013/14                         | 0             | 0            | 70         | 0            | 70            | 0             | 0            | 70            | 0            | 70            | 0            | 0             |
| 11119000 | HWRC Maintenance 2014/15                         | 0             | 0            | 0          | 70           | 70            | 0             | 0            | 0             | 70           | 70            | 0            | 0             |
|          |  | <b>16,867</b> | <b>7,170</b> | <b>755</b> | <b>2,771</b> | <b>27,563</b> | <b>16,532</b> | <b>8,632</b> | <b>11,218</b> | <b>4,093</b> | <b>40,475</b> | <b>1,462</b> | <b>12,912</b> |

Performance Information: Qtr 1 April - June 2012

| Sustainable Communities BUP |  |                |                |                   |                |              |   |
|-----------------------------|--|----------------|----------------|-------------------|----------------|--------------|---|
| Ref                         | Measure  | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Value | Progress to date  |
| M15001                      | Number of individuals undertaking Apprenticeships in the Sub-Region  | 6590           | 5800           | 6370              |                |              | • <b>Indicator Commentary</b><br>Based on 2011-12 provisional figure, annual release  |
| M15002                      | The number employed in key target growth sectors of the sub-regional economy   | 139200         | 143000         | 143000            |                |              | • <b>Indicator Commentary</b><br>Data to be available beginning of August   |
| M15003                      | Businesses reporting skills shortages - survey   |                | 33             | 33                |                | 36.2         |   |
| M15004                      | % of businesses who feel that C&W is a good place to do business - survey  |                | 76             | 76                |                |              | • <b>Indicator Commentary</b><br>Survey completed every other quarter   |
| M15005                      | Occupancy rates at WCC Business Centres  | 78             | 85             | 82                |                | 72           | • <b>Indicator Commentary</b><br>Some enquiries have been made but notice has also been given by some companies who are downsizing  |
| M15018                      | Number of jobs created within Warwickshire   |                |                |                   |                |              | • <b>Indicator Commentary</b><br>Not yet available  |
| M15019                      | Number of jobs created within the CWLEP area   |                |                |                   |                |              | • <b>Indicator Commentary</b><br>Not yet available  |
| M15020                      | % of businesses (located in Warwickshire) who think the area is either an "excellent" or "good" place to do business |                |                |                   |                |              | • <b>Indicator Commentary</b><br>Not yet available  |
| M15021                      | % of job vacancies within Warwickshire that are "hard to fill" (i.e. have not been filled after 8 weeks)             |                | 8              | 6                 |                | 3.8          |   |
| M15022                      | % of businesses (located in Warwickshire) who state that they are struggling to recruit due to skill shortages       |                |                |                   |                |              | • <b>Indicator Commentary</b><br>Not yet available  |
| M15027                      | The number of individuals undertaking Apprenticeships in Warwickshire  |                | 3200           | 3500              |                |              | • <b>Indicator Commentary</b><br>Based on 2011-12 provisional figures, annual release   |
| M15028                      | The number employed in key target growth sectors of the Warwickshire economy   |                | 96000          | 96000             |                |              | • <b>Indicator Commentary</b><br>Data available at the beginning of August  |
| M15006                      | Total of all planning applications processed within target - %   | 71.2           | 70             | 70                |                | 53.3         | • <b>Indicator Commentary</b><br>15 applications were determined during the quarter, of which 8 were in target. A number of the minor county council applications received objections, which meant that they had to go to Regulatory Committee, thereby missing the 8 week period |
| M15007                      | Highway Authority Applications responded to within the target of 21 days   | 85.6           | 80             | 80                |                | 87           |   |
| M15008                      | % of planning applications where chargeable pre-application advice was given   | 15.2           | 15             | 15                |                | 12           |   |
| M15009                      | Minimum occupation of WCC owned Gypsy and Traveller sites  | 98             | 90             | 90                |                | 95           | • <b>Indicator Commentary</b><br>Continued demand for pitches as they become available  |
| M15023                      | Total number of planning applications received   |                |                |                   |                | 25           | • <b>Indicator Commentary</b><br>Indicator only measure   |
| M15024                      | Total number of cases where pre-application advice was given   |                |                |                   |                | 3            | • <b>Indicator Commentary</b><br>Indicator only measure   |
| M15025                      | Total number of Highway Authority consultations received   |                |                |                   |                | 449          | • <b>Indicator Commentary</b><br>Indicator only measure   |
| M15026                      | Number of learners supported by the Camp Hill Opportunities Centre   |                | 154            | 154               |                | 149          |   |

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|        |   |        |       |       |  |     |   |
|--------|---|--------|-------|-------|--|-----|---|
| M15000 | Kg Residual household waste per household   |        | 485   | 494   |  |     | <b>Indicator Commentary</b><br>Validated quarter 1 data will not be available until August / September. Year end forecasts at this stage are a little pessimistic due to being based on limited data. |
| M15010 | % Household waste re-used, recycled & composted   |        | 54.72 | 52.9  |  |     | <b>Indicator Commentary</b><br>Validated quarter 1 data will not be available until August / September. Year end forecasts at this stage are a little pessimistic due to being based on limited data. |
| M15011 | The proportion of Municipal waste landfilled (%)  |        | 34.03 | 34.2  |  |     | <b>Indicator Commentary</b><br>Validated quarter 1 data will not be available until August / September. Year end forecasts at this stage are a little pessimistic due to being based on limited data. |
| M15012 | % of household waste that has been used to recover heat, power and other energy sources |        | 17.27 | 16.05 |  |     | <b>Indicator Commentary</b><br>Validated quarter 1 data will not be available until August / September. Year end forecasts at this stage are a little pessimistic due to being based on limited data. |
| M15013 | % recycling and composting performance at Household Waste recycling Centres             |        | 67.97 | 59.32 |  |     | <b>Indicator Commentary</b><br>Validated quarter 1 data will not be available until August / September. Year end forecasts at this stage are a little pessimistic due to being based on limited data. |
| M15014 | Country Parks Income (£000s)  | 740.68 | 700   | 700   |  | 239 | <b>Indicator Commentary</b><br>Wettest April - June period on record has affected parking income, but other income holding up reasonably well.  |
| M15015 | Country Parks - visitor numbers (000s)  | 763.78 | 730   | 700   |  |     | <b>Indicator Commentary</b><br>Quarterly indicator reporting discontinued as this has been based on too many assumptions re occupancy and repeat visits by seasonal permit holders, etc.              |
| M15016 | Forestry - % if dangerous trees (category 1) made safe within 2 days                    | 100    | 95    | 95    |  | 100 |   |
| M15017 | Country Parks - Service Delivery  | 4      | 6     | 6     |  | 4   | <b>Indicator Commentary</b><br>On track   |

**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<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|---|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Locality Working  | 1,868                  | 309                     | 2,177                  | 2,190                     | 12                                  | Small overspends by area teams   |
| Community Safety  | 934                    | 75                      | 1,009                  | 1,023                     | 14                                  | Small overspend in Domestic Abuse  |
| Drug and Alcohol Action Team                                | 505                    | (168)                   | 337                    | 337                       | 0                                   |  |
| Youth Justice Service                                       | 1,480                  | 1,026                   | 2,506                  | 1,737                     | (769)                               | Carry forward funds for future years to run the Family Intervention project.   |
| Partnerships (Including Partnerships And Locality Working   | 629                    | (49)                    | 580                    | 580                       | 0                                   |  |
| Heritage and Culture - Museums & Natural Environment        | 506                    | (60)                    | 446                    | 462                       | 16                                  | Small overspend on St John's Museum  |
| Heritage and Culture - Archives & Historic Environment      | 427                    | (81)                    | 346                    | 359                       | 12                                  | Small overspend on County Records Office   |
| Heritage and Culture - Communities, Economy, & Learning     | 300                    | 17                      | 317                    | 314                       | (3)                                 |  |
| Heritage and Culture - Heritage & Cultural Services Manager | 99                     | 274                     | 373                    | 348                       | (25)                                | Underspends resulting from early delivery of savings   |
| Trading Standards   | 1,445                  | 31                      | 1,476                  | 1,455                     | (21)                                | Underspend is funds carried forward from 2011/12 for replacement Calibration equipment. Requested to transfer to reserves. |
| Emergency & Flood Risk Management                           | 475                    | 82                      | 557                    | 510                       | (47)                                | CSW 2013/14 savings achieved early, lower forecast spend on emergency centre than originally anticipated                   |
| Localities & Community Safety Management                    | 139                    | 296                     | 435                    | 421                       | (13)                                | Small underspend on SSCF allocation.   |
| Communities Resources                                       | 1,264                  | (169)                   | 1,095                  | 1,109                     | 14                                  |  |
| Property Adjustment   | (116)                  | 116                     | 0                      | 0                         | 0                                   |  |
| <b>Net Service Spending</b>                                 | <b>9,955</b>           | <b>1,699</b>            | <b>11,654</b>          | <b>10,843</b>             | <b>(810)</b>                        |  |

## 2012/13 Reserves Position

| Reserve                   | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|---------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| General                   | 1,885                                | (1,607)                      | 810                           | 1,088                                   |
| DAAT Ring-fenced Reserves | 171                                  | (119)                        | 0                             | 53                                      |
| PPU Reserve               | 11                                   | (11)                         | 0                             | 0                                       |
| Museum Development Fund   | 229                                  | 0                            | 0                             | 229                                     |
| Museum Ethnographic Fund  | 18                                   | (0)                          | 0                             | 18                                      |
| Records Purchase Fund     | 19                                   | 0                            | 0                             | 19                                      |
| Records Donations Fund    | 52                                   | 0                            | 0                             | 52                                      |
| <b>Total</b>              | <b>2,385</b>                         | <b>(1,737)</b>               | <b>810</b>                    | <b>1,459</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      | Actual to Date | Forecast Outturn | Target      | Actual to Date | Forecast Outturn | Target      | Forecast Outturn |  |
|                |  | £'000       | £'000          | £'000            | £'000       | £'000          | £'000            | £'000       | £'000            |  |
|                | Savings delivered in 2011/12   | 495         | 495            | 495              | 495         | 495            | 495              | 495         | 495              |  |
| CW-CL-01       | Restructure Community Safety and Localities management and teams                                       | 37          | 37             | 37               | 117         | 37             | 117              | 117         | 117              |  |
| CW-CL-08       | Reconfiguration of Locality arrangements   | 0           | 0              | 0                | 150         | 0              | 150              | 150         | 150              |  |
| CW-CL-07       | Anti-Social Behaviour Police Community Support   | 77          | 77             | 77               | 77          | 77             | 77               | 77          | 77               |  |
| CW-CL-10       | DAAT Commissioning   | 34          | 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         | 278              |  |
| EE-ER-05       | Savings in staffing in customers and communications  | 6           | 6              | 6                | 19          | 6              | 19               | 19          | 19               |  |
| EE-HC-04       | County Records Office On-Line development  | 10          | 10             | 10               | 10          | 10             | 10               | 10          | 10               |  |
| EE-HC-05       | Transformation of Heritage and Cultural Services   | 35          | 35             | 35               | 216         | 180            | 216              | 216         | 216              |  |
| EE-TS-01       | Develop a sub-regional Emergency Management  | 15          | 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            | 125              | 247         | 178            | 247              | 247         | 247              |  |
| EE-TS-05       | Reduce Trading Standards support service and management  | 74          | 74             | 74               | 87          | 74             | 87               | 87          | 87               |  |
|                | <b>Total</b>   | <b>1186</b> | <b>1186</b>    | <b>1186</b>      | <b>1787</b> | <b>1422</b>    | <b>1787</b>      | <b>1787</b> | <b>1787</b>      |  |
|                | <b>Target</b>  |             | <b>1186</b>    | <b>1186</b>      |             | <b>1787</b>    | <b>1787</b>      |             | <b>1787</b>      |  |
|                | <b>Remaining Shortfall/(Over Achievement)</b>  |             | <b>0</b>       | <b>0</b>         |             | <b>365</b>     | <b>0</b>         |             | <b>0</b>         |  |

## 2012/13 to 2014/15 Capital Programme









| Agresso Project Code | Description  | Approved Budget at Council |               |               |                         |             | Forecast at Q1      |               |               |                         |             | Variation at Q1 |             | Reasons for Variation and Management Action   |
|----------------------|--|----------------------------|---------------|---------------|-------------------------|-------------|---------------------|---------------|---------------|-------------------------|-------------|-----------------|-------------|---|
|                      |  | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | 2012/13 £'000   | Total £'000 |   |
| 10623000             | County Records Office Service - Digital Asset Management | 26                         | 24            | 0             | 0                       | 50          | 26                  | 10            | 14            | 0                       | 50          | (14)            | 0           |   |
| 10628000             | Public Art Programme 2003/04                             | 74                         | 0             | 0             | 0                       | 74          | 74                  | 0             | 0             | 0                       | 74          | 0               | (0)         |   |
| 10646000             | Substance Misuse Grant                                   | 221                        | 0             | 0             | 0                       | 221         | 221                 | 0             | 0             | 0                       | 221         | 0               | 0           |   |
| 10937000             | St.Johns - outdoor spaces - improv. cust. exp.           | 35                         | 17            | 0             | 0                       | 51          | 33                  | 17            | 0             | 0                       | 49          | 0               | (2)         |   |
| 11185000             | George Eliot Hospital SARC                               | 0                          | 0             | 0             | 0                       | 0           | 0                   | 400           | 0             | 0                       | 400         | 400             | 400         | New Project added following cabinet approval on 24/05/12 no existing budget in place. |
|                      |  | <b>356</b>                 | <b>41</b>     | <b>0</b>      | <b>0</b>                | <b>396</b>  | <b>354</b>          | <b>427</b>    | <b>14</b>     | <b>0</b>                | <b>794</b>  | <b>386</b>      | <b>398</b>  |   |



## Performance Information: Qtr 1 April - June 2012

| Localities & Community Safety: All Measures |  |                               |                   |                      |                   |                  |  |
|---|--|-------------------------------|-------------------|----------------------|-------------------|------------------|--|
| Ref   | Measure  | 2011/12<br>Year End<br>Actual | 2012/13<br>Target | Year End<br>Forecast | Year End<br>Alert | Period<br>Actual | Comments   |
| M13001                                      | Incidence of serious acquisitive crimes per 1,000 population                               | 12.8                          | 12.79             | 12.79                | ★                 | 2.8              |  |
| M13002                                      | Incidence of serious violent crimes per 1,000 population                                   | 5.38                          | 5.37              | 4.54                 | ★                 | 1.2              |  |
| M13003                                      | Incidence of anti-social behaviour (number)  | 21725                         | 21724             | 18694                | ★                 | 5283             |  |
| M13004                                      | Rate of alcohol related hospital admissions per 100,000 population                         |                               | 62                |                      |                   | ?                | <p>• <b>Indicator Commentary</b></p> <p>Time delay as data is provided to us by North West Public Health Observatory. Figures for qtrs 1-3 of 2011-12 show a rate of 1,266 admissions per 100,000 residents, a 2% reduction compared to the same period the previous year. We are on course to achieve our target for 2011-12 (to slow the rate of admissions to no more than 1,779 admissions per 100,000 residents).</p> |
| M13005                                      | Adult drug users successfully exiting treatment (%)  |                               | 20                | 20                   | ★                 | ?                | <p>• <b>Indicator Commentary</b></p> <p>Time delay as data is provided to us by National Treatment Agency. Figures for qtr 4 of 2011-12 show a successful completion rate of only 11%. However, significant issues with data recording by the treatment service have been discovered and are being rectified. This figure should more accurately reflect actual treatment provision in future quarters.</p>                |
| M13006                                      | % of targets in service contract achieved (Alcohol & Drug treatment)                       |                               | 80                | 80                   | ★                 |                  | <p>• <b>Indicator Commentary</b></p> <p>Annual Measure - contract year for the treatment service runs from 1st Dec - 30th Nov, so full year figure should be available at time of WCC qtr 3 reporting</p>  |
| M13007                                      | % Community Safety action plan interventions completed                                     | 80                            | 80                | 80                   | ★                 |                  | <p>• <b>Indicator Commentary</b></p> <p>Annual Measure - Community Safety Agreement and action plan approved and being implemented</p>   |
| M13008                                      | % actions in Violence Against Women & Girls Action Plan achieved                           | 75                            | 75                | 75                   | ★                 |                  | <p>• <b>Indicator Commentary</b></p> <p>Governance structures being drafted in order to progress the development of the VAWG strategy</p>  |
| M13009                                      | First time entrants to the youth justice system  | 248                           | 247               | 247                  | ★                 | 58               | <p>• <b>Indicator Commentary</b></p> <p>There has been a further 25.86% reduction in the number of first time entrants entering the criminal justice system during the first quarter of 2012/13 compared with the same period last year</p>  |
| M13010                                      | % actions in the Child Poverty Action Plan achieved  | 38                            | -                 | ?                    |                   |                  | <p>• <b>Indicator Commentary</b></p> <p>Delivery Plan to be produced by end of Q3</p>  |
| M13011                                      | Rate of proven re-offending by young offenders   | 0.7                           | 0.69              | 0.69                 | ★                 | 0.7              | <p>• <b>Indicator Commentary</b></p> <p>July 2009 - June 2010 cohort (latest period)</p>   |
| M13012                                      | Number of formal enforcement actions commenced   | 74                            |                   |                      |                   | 16               |  |
| M13013                                      | Total number of interventions with business  | 2393                          |                   |                      |                   | 436              |  |
| M13015                                      | Total number of consumer complaints actioned   | 1485                          |                   |                      |                   | 295              |  |
| M13016                                      | Total number of samples taken  | 357                           |                   |                      |                   | 95               |  |
| M13017                                      | % of samples found to be unsatisfactory  | 49                            |                   |                      |                   | 82               | <p>• <b>Indicator Commentary</b></p> <p>Analysis has not yet been completed on all the samples taken in quarter 1. However, 23 of the 28 results received so far were found to be unsatisfactory.</p>  |
| M13018                                      | Total number of doorstep crime rapid responses   | 44                            |                   |                      |                   | 8                |  |
| M13019                                      | Total number of urgent animal welfare interventions  | 65                            |                   |                      |                   | 22               |  |
| M13021                                      | Total number of households in No Rogue Trader Zones  | 8278                          |                   |                      |                   | 8455             |  |
| M13029                                      | Total number of calibration certificates issued  |                               |                   |                      |                   | 76               |  |
| M13030                                      | % of businesses giving positive response to satisfaction surveys                           |                               |                   |                      |                   | 100              |  |
| M13031                                      | Total money saved for consumers (redress & saved)  |                               |                   |                      |                   | 12560            |  |
| M13032                                      | Number of households and business premises no longer in significant local flood risk areas |                               | 300               | 300                  | ★                 |                  | <p>• <b>Indicator Commentary</b></p> <p>Quarter 1 actual data not yet available</p>  |

O Localities

|        |   |       |       |       |   |      |   |
|--------|---|-------|-------|-------|---|------|---|
| M13024 | Number of interactions with school aged children  | 30973 | 28000 | 28000 |  | 5174 | <b>• Indicator Commentary</b><br>Considered to be on target - we would expect quarter 2 and 3 to be our biggest quarters due to summer holidays and increased summer bookings |
| M13000 | % of people who feel they can influence decisions in their local area   | 33.9  |       | 35    |   |      |   |
| M13025 | % satisfaction rate relating to community forums  |       | 80    |       |   |      | <b>• Indicator Commentary</b><br>Not reported - covered by M13027   |
| M13026 | % actions in locality plans achieved  |       | 80    | 80    |  |      |   |
| M13027 | % actions agreed at Community Forums completed or on track  |       | 70    | 80    |  |      |   |
| M13028 | % County residents volunteering once a month  |       | 28    | 28    |  |      |   |
| M14000 | Transfer of Public Health Function  | Yes   | Yes   | Yes   |  |      | <b>• Indicator Commentary</b><br>Considered to be on track for achievement.   |
| M14003 | Successful establishment & operation of the Health & Wellbeing Board  |       | Yes   | Yes   |  | Yes  | <b>• Indicator Commentary</b><br>Achieved July 2012   |
| M14004 | Establishment of Local Healthwatch Function   |       | Yes   | Yes   |  |      | <b>• Indicator Commentary</b><br>Considered to be on track for achievement  |
| M14005 | % Delivery of the County Council's new & continuing duties to improve public health                                   |       | 100   |       |   |      | <b>• Indicator Commentary</b><br>Applicable from April 2013   |
| M14006 | % of WCC services committing to deliver the public health agenda through their service priorities where able to do so |       | 100   | 100   |  | 100  |   |

**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<br>£'000 | Other Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action   |
|-----------------------------------|------------------------|-------------------------------|------------------------|---------------------------|-------------------------------------|--|
| Transport & Highways Management   | 168                    | 452                           | 620                    | 620                       | 0                                   |  |
| Road Safety and Traffic Projects  | 883                    | (9)                           | 874                    | 1,002                     | 128                                 | Additional costs to support the safety camera programme. It is requested that this is funded from existing reserves shown below.   |
| HTI & Transport Planning          | 823                    | 426                           | 1,249                  | 1,244                     | (5)                                 |  |
| Civil Parking Enforcement         | (934)                  |                               | (934)                  | (934)                     | 0                                   | There are early but unconfirmed indications that there may be some reduction in income. We will be investigating these and any changes discovered will be included in the next forecast. |
| Stratford Park & Ride             | 136                    |                               | 136                    | 131                       | (5)                                 |  |
| Network Performance               | (61)                   |                               | (61)                   | (61)                      | 0                                   |  |
| County Highways                   | 15,050                 | 60                            | 15,110                 | 15,110                    | 0                                   |  |
| Countryside Access                | 298                    |                               | 298                    | 298                       | 0                                   |  |
| Design Services                   | 317                    | 90                            | 407                    | 407                       | 0                                   |  |
| Design Services General Functions | 230                    | 0                             | 230                    | 230                       | 0                                   |  |
| Bridge Maintenance                | 232                    | 491                           | 723                    | 723                       | 0                                   |  |
| County Fleet Maintenance          | (267)                  | 20                            | (247)                  | (247)                     | 0                                   |  |
| Transport Operations              | 2,063                  | 290                           | 2,353                  | 2,353                     | 0                                   |  |
| Concessionary Travel              | 6,876                  | 492                           | 7,368                  | 7,368                     | 0                                   |  |
| Pensions costs                    | 369                    | (369)                         | 0                      | 0                         | 0                                   |  |
| <b>Net Service Spending</b>       | <b>26,183</b>          | <b>1,943</b>                  | <b>28,126</b>          | <b>28,244</b>             | <b>118</b>                          |  |

2012/13 Reserves Position

| Reserve                    | Opening Balance<br>01.04.12<br>£'000 | Movement in year<br>£'000 | Effect of outturn<br>£'000 | Forecast closing balance<br>£'000 |
|----------------------------|--------------------------------------|---------------------------|----------------------------|-----------------------------------|
| General                    | 898                                  | (454)                     | 10                         | 454                               |
| Road Safety Grant          | 0                                    |                           |                            | 0                                 |
| Speed Workshops            | 1,345                                | (480)                     | (128)                      | 737                               |
| Kenilworth Station         | 218                                  | (30)                      |                            | 188                               |
| County Fleet Management    | 231                                  | (20)                      |                            | 211                               |
| Design Services            | 119                                  | (115)                     |                            | 4                                 |
| Bus Contract Delays        | 0                                    |                           |                            | 0                                 |
| Recharges to Peoples Group | 279                                  | (279)                     |                            | 0                                 |
| Concessionary Travel       | 150                                  | (150)                     |                            | 0                                 |
| <b>Total</b>               | <b>3,240</b>                         | <b>(1,528)</b>            | <b>(118)</b>               | <b>1,594</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<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Actual to Date<br>£'000 | Forecast Outturn<br>£'000 | Target<br>£'000 | Forecast Outturn<br>£'000 |  |
|            | Savings delivered in 2011/12                              | 3,181           | 3181                    | 3181                      | 3,181           | 3181                    | 3181                      | 3,181           | 3181                      |  |
| EE-TW-01   | Stop all bespoke community transport other than flexi bus | 84              | 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             | 188                       |  |
| EE-TW-08   | Street Light switch-off / trimming                        | 0               | 0                       | 0                         | 500             | 0                       | 500                       | 500             | 500                       |  |
| EE-TW-10 & | Scaling back of Countryside Access activities             | 175             | 175                     | 175                       | 175             | 175                     | 175                       | 175             | 175                       |  |
| EE-TW-13   | Stratford Park and Ride                                   | 20              | 20                      | 20                        | 40              | 20                      | 20                        | 40              | 40                        |  |
| EE-TW-14   | Term maintenance contract savings                         | 0               | 0                       | 0                         | 600             | 0                       | 600                       | 600             | 600                       |  |
|            | <b>Total</b>  | <b>3,648</b>    | <b>3,648</b>            | <b>3,648</b>              | <b>4,768</b>    | <b>3,648</b>            | <b>4,748</b>              | <b>4,768</b>    | <b>4,768</b>              |  |
|            | <b>Target</b>   |                 | <b>3,648</b>            | <b>3,648</b>              |                 | <b>4,768</b>            | <b>4,768</b>              |                 | <b>4,768</b>              |  |
|            | <b>Remaining Shortfall/(Over Achievement)</b>             |                 | <b>0</b>                | <b>0</b>                  |                 | <b>1,120</b>            | <b>20</b>                 |                 | <b>0</b>                  |  |

## 2012/13 to 2014/15 Capital Programme

| Agresso Project Code                   | Description  | Approved Budget at Council |               |               |                         |             | Forecast at Q1      |               |               |                         |             | Variation at Q1 |             | Reasons for Variation and Management Action  |
|--|--|----------------------------|---------------|---------------|-------------------------|-------------|---------------------|---------------|---------------|-------------------------|-------------|-----------------|-------------|--|
|  |  | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | 2012/13 £'000   | Total £'000 |  |
| <b>Major Projects</b>                  |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |  |
| 10144000                               | A429 Barford By-Pass   | 10,654                     | 36            | 0             | 0                       | 10,690      | 10,635              | 55            | 0             | 0                       | 10,690      | 19              | (0)         |  |
| 10076000                               | Nuneaton Major Project   | 6,309                      | 113           | 0             | 0                       | 6,422       | 6,309               | 113           | 0             | 0                       | 6,422       | (1)             | (0)         |  |
| 10203000                               | Rugby Western Relief Road  | 58,129                     | 1,342         | 714           | 310                     | 60,495      | 58,069              | 1,342         | 774           | 310                     | 60,495      | 0               | 0           |  |
| <b>Structural Maintenance of Roads</b> |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |  |
| 10389000                               | Highways Maintenance - LTP and Base Programme 2009/10                                    | 7,566                      | 0             | 0             | 0                       | 7,566       | 7,566               | 0             | 0             | 0                       | 7,566       | 0               | 0           |  |
| 10497000                               | Highways Maintenance - LTP and Base Programme 2010/11                                    | 8,469                      | 0             | 0             | 0                       | 8,469       | 8,459               | 0             | 0             | 0                       | 8,459       | 0               | (11)        |  |
| 10166000                               | B4455 Fosse Way  | 60                         | 0             | 0             | 0                       | 60          | 46                  | 0             | 0             | 0                       | 46          | 0               | (14)        |  |
| 10130000                               | Structural Maintenance Of Roads 2005/06  | 13                         | 0             | 0             | 0                       | 13          | 15                  | 0             | 0             | 0                       | 15          | 0               | 2           |  |
| 10157000                               | Structural Maintenance Of Roads 2006/07  | 1                          | 0             | 0             | 0                       | 1           | 1                   | 0             | 0             | 0                       | 1           | 0               | 0           |  |
| 10325000                               | Detrunking Of Roads  | 16                         | 0             | 0             | 0                       | 16          | 16                  | 0             | 0             | 0                       | 16          | 0               | (0)         |  |
| 10344000                               | A435 At Studley  | (56)                       | 0             | 0             | 0                       | (56)        | (56)                | 0             | 0             | 0                       | (56)        | 0               | (0)         |  |
| 10984000                               | Structural Maintenance of Carriageways North   | 1,194                      | 0             | 0             | 0                       | 1,194       | 2,328               | 0             | 0             | 0                       | 2,328       | 0               | 1,134       | Revenue funding was received from the DfT for damage caused by the severe winter and has been used to fund this expenditure. |
| 10985000                               | Structural Maintenance of Carriageways South   | 1,614                      | 0             | 0             | 0                       | 1,614       | 3,372               | 0             | 0             | 0                       | 3,372       | 0               | 1,758       | Revenue funding was received from the DfT for damage caused by the severe winter and has been used to fund this expenditure. |
| 10197000                               | Highways Maintenance Improvement and Safety 07/08- North Warwickshire Area Committee     | 362                        | 58            | 0             | 0                       | 420         | 355                 | 65            | 0             | 0                       | 420         | 7               | 0           |  |
| 10196000                               | Highways Maintenance Improvement and Safety 07/08- Nuneaton and Bedworth Area Committee  | 347                        | 53            | 0             | 0                       | 400         | 347                 | 53            | 0             | 0                       | 400         | 0               | 0           |  |
| 10199000                               | Highways Maintenance Improvement and Safety 07/08- Rugby Area Committee                  | 269                        | 124           | 0             | 0                       | 392         | 290                 | 103           | 0             | 0                       | 393         | (21)            | 1           |  |
| 10188000                               | Highways Maintenance - Improvement and Safety 2007/08 - Warwick Area Committee           | 0                          | 10            | 0             | 0                       | 10          | 0                   | 10            | 0             | 0                       | 10          | 0               | 0           |  |
| 10201000                               | Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee | 27                         | 17            | 0             | 0                       | 44          | 10                  | 34            | 0             | 0                       | 44          | 17              | 0           |  |
| 10289000                               | Highways Maintenance Improvement and Safety 08/09- Warwick Area Committee                | 399                        | 42            | 0             | 0                       | 441         | 354                 | 87            | 0             | 0                       | 441         | 45              | 0           |  |
| 10279000                               | Highways Maintenance Improvement and Safety 08/09- North Warwickshire Area Committee     | 337                        | 86            | 0             | 0                       | 423         | 341                 | 82            | 0             | 0                       | 423         | (4)             | (0)         |  |
| 10261000                               | Highways Maintenance Improvement and Safety 08/09- Nuneaton and Bedworth Area Committee  | 404                        | 31            | 0             | 0                       | 434         | 404                 | 30            | 0             | 0                       | 434         | (0)             | 0           |  |
| 10296000                               | Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee | 6                          | 29            | 0             | 0                       | 35          | 1                   | 34            | 0             | 0                       | 35          | 5               | (0)         |  |
| 10297000                               | Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee             | 0                          | 35            | 0             | 0                       | 35          | 2                   | 33            | 0             | 0                       | 35          | (2)             | 0           |  |
| 10415000                               | Highways Maintenance Improvement and Safety 09/10- North Warwickshire Area Committee     | 348                        | 84            | 0             | 0                       | 432         | 349                 | 83            | 0             | 0                       | 432         | (1)             | (0)         |  |
| 10412000                               | Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee                  | 264                        | 176           | 0             | 0                       | 440         | 273                 | 168           | 0             | 0                       | 440         | (8)             | 0           |  |
| 10390000                               | Highways Maintenance Improvement and Safety 09/10 Stratford on Avon Area Committee       | 324                        | 21            | 0             | 0                       | 345         | 308                 | 37            | 0             | 0                       | 346         | 16              | 1           |  |
| 10407000                               | Highways Maintenance - Improvement and Safety 2009/10 - Nun and Bedworth Area Committee  | 3                          | 34            | 0             | 0                       | 37          | 5                   | 32            | 0             | 0                       | 37          | (3)             | (0)         |  |
| 10395000                               | Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area Committee           | 19                         | 20            | 0             | 0                       | 39          | 1                   | 38            | 0             | 0                       | 39          | 18              | 0           |  |
| 10473000                               | Highways Maint/Road Safety 2010/11 Warwick Area Committee                                | 403                        | 0             | 0             | 0                       | 403         | 389                 | 14            | 0             | 0                       | 403         | 14              | 0           |  |
| 10465000                               | Highways Maint/Road Safety 2010/11 North Warwickshire Area Com                           | 389                        | 11            | 0             | 0                       | 400         | 379                 | 21            | 0             | 0                       | 400         | 10              | 0           |  |
| 10468000                               | Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee                  | 349                        | 51            | 0             | 0                       | 400         | 338                 | 62            | 0             | 0                       | 400         | 11              | (0)         |  |
| 10471000                               | Highways Maint/Road Safety 2010/11 Rugby Area Committee                                  | 357                        | 43            | 0             | 0                       | 400         | 351                 | 49            | 0             | 0                       | 400         | 5               | 0           |  |
| 10494000                               | Highways Maint/Road Safety 2010/11 Stratford Area Committee                              | 435                        | 0             | 0             | 0                       | 435         | 437                 | 0             | 0             | 0                       | 437         | 0               | 2           |  |
| 10488000                               | Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee                      | 322                        | 78            | 0             | 0                       | 400         | 273                 | 127           | 0             | 0                       | 400         | 49              | 0           |  |
| 10484000                               | Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee           | 343                        | 57            | 0             | 0                       | 400         | 275                 | 125           | 0             | 0                       | 400         | 67              | (0)         |  |
| 10477000                               | Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee                  | 281                        | 119           | 0             | 0                       | 400         | 276                 | 124           | 0             | 0                       | 400         | 5               | 0           |  |
| 10467000                               | Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee                        | 320                        | 80            | 0             | 0                       | 400         | 282                 | 118           | 0             | 0                       | 400         | 38              | 0           |  |
| 10486000                               | Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee                    | 418                        | 82            | 0             | 0                       | 500         | 281                 | 119           | 0             | 0                       | 400         | 36              | (100)       |  |
| 10460000                               | Hways Maint/Road Safety 2012/13 N Works Area Com   | 0                          | 400           | 0             | 0                       | 400         | 0                   | 400           | 0             | 0                       | 400         | 0               | 0           |  |
| 10461000                               | Hways Maint/Road Safety 2012/13 Warwick Area Com   | 0                          | 400           | 0             | 0                       | 400         | 0                   | 400           | 0             | 0                       | 400         | 0               | 0           |  |
| 10470000                               | Hways Maint/Road Safety 2012/13 Stratford Area Com                                       | 0                          | 400           | 0             | 0                       | 400         | 0                   | 400           | 0             | 0                       | 400         | 0               | 0           |  |

P Transport

|  |   |       |        |        |        |        |       |        |        |        |        |          |          |  |
|--|---|-------|--------|--------|--------|--------|-------|--------|--------|--------|--------|----------|----------|--|
| 10472000                                 | Structural Maintenance Of Bridges 2010/11               | 0     | 0      | 0      | 0      | 0      | 15    | 0      | 0      | 0      | 15     | 0        | 15       | These schemes were completed using the 2011-12 Bridge Maintenance Budget   |
| 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     | 400    | 0      | 0      | 400    | 0        | 0        |  |
| 10482000                                 | Hwys Maint/Road Safety 2013/14 N Warks Area Com         | 0     | 0      | 400    | 0      | 400    | 0     | 0      | 400    | 0      | 400    | 0        | 0        |  |
| 10489000                                 | Hwys Maint/Road Safety 2012/13 Nun & Bed Area Com       | 0     | 400    | 0      | 0      | 400    | 0     | 400    | 0      | 0      | 400    | 0        | 0        |  |
| 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        |  |
| 11170000                                 | Highways Maintenance 2012/2013 North and South          | 0     | 0      | 0      | 0      | 0      | 0     | 11,861 | 0      | 0      | 11,861 | 11,861   | 11,861   | This is the Highways element of this years LTP allocation plus £190k of TAMP grant allocation.                               |
| 11016000                                 | Highways Structural Maintenance 2011/12                 | 135   | 0      | 0      | 0      | 135    | 0     | 0      | 0      | 0      | 0      | 0        | (135)    |  |
| 10996000                                 | Patching Carriageways Structural - North                | 180   | 0      | 0      | 0      | 180    | 600   | 0      | 0      | 0      | 600    | 0        | 420      | Revenue funding was received from the DfT for damage caused by the severe winter and has been used to fund this expenditure. |
| 10997000                                 | Patching Carriageways Structural - South                | 270   | 0      | 0      | 0      | 270    | 491   | 0      | 0      | 0      | 491    | 0        | 221      | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10994000                                 | Patching Surface Dressing - North                       | 353   | 0      | 0      | 0      | 353    | 232   | 0      | 0      | 0      | 232    | 0        | (121)    |  |
| 10995000                                 | Patching Surface Dressing - South                       | 449   | 0      | 0      | 0      | 449    | 560   | 0      | 0      | 0      | 560    | 0        | 111      | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10988000                                 | Surface Dressing - North                                | 1,280 | 0      | 0      | 0      | 1,280  | 907   | 0      | 0      | 0      | 907    | 0        | (373)    | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10989000                                 | Surface Dressing - South                                | 1,665 | 0      | 0      | 0      | 1,665  | 1,124 | 0      | 0      | 0      | 1,124  | 0        | (541)    | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10990000                                 | Slurry Sealing North                                    | 270   | 0      | 0      | 0      | 270    | 295   | 0      | 0      | 0      | 295    | 0        | 25       |  |
| 10991000                                 | Slurry Sealing South                                    | 180   | 0      | 0      | 0      | 180    | 279   | 0      | 0      | 0      | 279    | 0        | 99       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10992000                                 | Micro Asphalt North                                     | 225   | 0      | 0      | 0      | 225    | 144   | 0      | 0      | 0      | 144    | 0        | (81)     |  |
| 10993000                                 | Micro Asphalt South                                     | 150   | 0      | 0      | 0      | 150    | 230   | 0      | 0      | 0      | 230    | 0        | 80       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10986000                                 | Structural Maintenance of Footways North                | 515   | 0      | 0      | 0      | 515    | 601   | 0      | 0      | 0      | 601    | 0        | 86       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10987000                                 | Structural Maintenance of Footways South                | 343   | 0      | 0      | 0      | 343    | 418   | 0      | 0      | 0      | 418    | 0        | 75       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10998000                                 | Road Markings Surface Dressing North                    | 191   | 0      | 0      | 0      | 191    | 96    | 0      | 0      | 0      | 96     | 0        | (95)     |  |
| 10999000                                 | Road Markings Surface Dressing South                    | 282   | 0      | 0      | 0      | 282    | 217   | 0      | 0      | 0      | 217    | 0        | (65)     |  |
| 11000000                                 | Road Markings Structural Maintenance North              | 31    | 0      | 0      | 0      | 31     | 3     | 0      | 0      | 0      | 3      | 0        | (28)     |  |
| 11001000                                 | Road Markings Structural Maintenance South              | 46    | 0      | 0      | 0      | 46     | 0     | 0      | 0      | 0      | 0      | 0        | (46)     |  |
| 11002000                                 | Road Markings Micro Asphalt North                       | 0     | 0      | 0      | 0      | 0      | 17    | 0      | 0      | 0      | 17     | 0        | 17       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 11003000                                 | Road Markings Micro Asphalt South                       | 0     | 0      | 0      | 0      | 0      | 10    | 0      | 0      | 0      | 10     | 0        | 10       | Progress on schemes and priorities are assessed in year and changed accordingly.   |
| 10976021                                 | Maintenance/Renewal Vehicle Actuated Signs              | 0     | 0      | 0      | 0      | 0      | 0     | 0      | 0      | 0      | 0      | 0        | 0        |  |
| 11017000                                 | Highways Structural Maintenance 2012/13                 | 0     | 13,504 | 0      | 0      | 13,504 | 0     | 0      | 0      | 0      | 0      | (13,504) | (13,504) | This has been redistributed to Highways Maintenance £11,671k , Street Lighting £720k and Bridge Maintenance £1,113k.         |
| 11018000                                 | Highways Structural Maintenance 2013/14                 | 0     | 0      | 13,472 | 0      | 13,472 | 0     | 0      | 12,922 | 0      | 12,922 | 0        | (550)    | Allocation of £550k to the additional scheme for Potobello bridge .  |
| 11129000                                 | Highways Maintenance 2014/15                            | 0     | 0      | 0      | 14,225 | 14,225 | 0     | 0      | 0      | 14,225 | 14,225 | 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        |  |
| <b>Structural Maintenance of Bridges</b> |   |       |        |        |        |        |       |        |        |        |        |          |          |  |
| 10421000                                 | Portobello Bridge                                       | 355   | 100    | 1,055  | 0      | 1,510  | 353   | 102    | 1,055  | 0      | 1,510  | 2        | 0        |  |
| 10452000                                 | Spernal Bridge  | 0     | 0      | 0      | 0      | 0      | 2     | 0      | 0      | 0      | 2      | 0        | 2        |  |
| 10236000                                 | Stratford-Upon-Avon, D6110 Great William Street Canal   | 0     | 0      | 0      | 0      | 0      | (1)   | 0      | 0      | 0      | (1)    | 0        | (1)      |  |
| 10243000                                 | Princes Drive Bridge Flood Span                         | 0     | 0      | 0      | 0      | 0      | (2)   | 0      | 0      | 0      | (2)    | 0        | (2)      |  |
| 10316000                                 | Polesworth River Bridge                                 | 0     | 0      | 0      | 0      | 0      | (2)   | 0      | 0      | 0      | (2)    | 0        | (2)      |  |
| 10977000                                 | Minor Bridge Maintenance Schemes 2011/12                | 805   | 230    | 0      | 0      | 1,035  | 667   | 326    | 0      | 0      | 993    | 96       | (42)     |  |
| 10106000                                 | Other Road Over Rail Bridge Safety Schemes 2004/2005    | 2     | 0      | 0      | 0      | 2      | 2     | 0      | 0      | 0      | 2      | 0        | 0        |  |
| 10281000                                 | Structural Maintenance Of Bridges 2008/09               | 4     | 0      | 0      | 0      | 4      | 26    | 0      | 0      | 0      | 26     | 0        | 22       | These schemes were completed using the 2011/12 Bridge Maintenance budget   |
| 10413000                                 | Structural Maintenance Of Bridges 2009/10               | 73    | 0      | 0      | 0      | 73     | 112   | 0      | 0      | 0      | 112    | 0        | 39       | These schemes were completed using the 2011-12 Bridge maintenance budget.  |
| 10472000                                 | Structural Maintenance Of Bridges 2010/11               | 31    | 0      | 0      | 0      | 31     | 15    | 0      | 0      | 0      | 15     | 0        | (16)     |  |
| 10922000                                 | Structural Maintenance Of Bridges 2007/08               | 2     | 0      | 0      | 0      | 2      | 2     | 0      | 0      | 0      | 2      | 0        | 1        |  |
| 10353000                                 | E2289/01 Wolfhampcote Bridge Infill                     | 3     | 0      | 0      | 0      | 3      | 3     | 0      | 0      | 0      | 3      | 0        | 0        |  |
| 11171000                                 | Minor Bridge Maintenance Schemes 2012/13                | 0     | 0      | 0      | 0      | 0      | 0     | 1,113  | 0      | 0      | 1,113  | 1,113    | 1,113    | This is the Bridges element of the Local Transport Plan settlement.  |
| 11189000                                 | Portebello Bridge south footway extension               | 0     | 0      | 0      | 0      | 0      | 0     | 0      | 550    | 0      | 550    | 0        | 550      | Scheme approved at Cabinet on the 14th June 2012   |
| <b>Integrated Transport</b>              |   |       |        |        |        |        |       |        |        |        |        |          |          |  |
| 10915000                                 | Decriminalisation - Nuneaton and Bedworth               | 11    | 0      | 491    | 0      | 503    | 11    | 0      | 0      | 0      | 11     | 0        | (491)    | Project completed on a revised basis with any further spend to be funded from surpluses from civil parking enforcement.      |
| 10318000                                 | Kenilworth Connect2                                     | 581   | 270    | 0      | 0      | 851    | 608   | 274    | 0      | 0      | 882    | 4        | 31       | Estimated cost of completing the project which will be met by grant funding.   |
| 10362000                                 | Kenilworth Station                                      | 1,632 | 0      | 0      | 638    | 2,270  | 1,638 | 0      | 0      | 638    | 2,276  | 0        | 6        |  |
| 10366000                                 | Stratford-upon-Avon Local Sustainable Transport Project | 651   | 1,247  | 5,217  | 14     | 7,129  | 674   | 1,068  | 5,167  | 220    | 7,129  | (179)    | 0        |  |

P Transport

|          |   |       |     |       |     |       |       |     |       |     |       |       |      |   |
|----------|---|-------|-----|-------|-----|-------|-------|-----|-------|-----|-------|-------|------|---|
| 10192000 | Safety Camera Funded Schemes 2007/08                    | 1,017 | 44  | 0     | 0   | 1,061 | 1,028 | 129 | 0     | 0   | 1,157 | 85    | 96   | More work is required to maintain the cameras and this will be funded from the SAW reserve. |
| 10981000 | NUCKLE  | 670   | 700 | 1,350 | 0   | 2,720 | 670   | 700 | 1,350 | 0   | 2,720 | 0     | 0    |   |
| 10980000 | M40 Junction 14   | 30    | 970 | 1,000 | 0   | 2,000 | 4     | 200 | 1,750 | 46  | 2,000 | (770) | 0    |   |
| 10979000 | West Midlands Transport Information System              | 0     | 35  | 35    | 0   | 70    | 0     | 35  | 35    | 0   | 70    | 0     | 0    |   |
| 10370000 | Stratford-Upon-Avon, Alcester Rd Cycleway               | 0     | 0   | 15    | 0   | 15    | 0     | 0   | 0     | 0   | 0     | 0     | (15) |   |
| 10335000 | Variable Message Signs For Car Parking In Rugby         | 0     | 2   | 0     | 0   | 2     | 0     | 2   | 0     | 0   | 2     | 0     | 0    |   |
| 10385000 | Warwick, Myton Rd Cycle Link (Myton and Warwick School) | 0     | 0   | 0     | 132 | 132   | 0     | 0   | 0     | 132 | 132   | 0     | 0    |   |
| 10288000 | Minor Safer Routes To School 2009/10                    | 6     | 0   | 0     | 0   | 6     | 6     | 0   | 0     | 0   | 6     | 0     | 1    |   |
| 10123000 | Improvements to the Parade in Leamington                | 40    | 39  | 0     | 0   | 79    | 25    | 54  | 0     | 0   | 79    | 15    | 0    |   |
| 10359000 | Griff Roundabout  | 0     | 0   | 0     | 0   | 0     | 0     | 0   | 0     | 0   | 0     | 0     | (0)  |   |
| 10365000 | Rugby Town Centre Improvements                          | 25    | 0   | 0     | 0   | 25    | 25    | 0   | 0     | 0   | 25    | 0     | 0    |   |
| 10500000 | Safer Routes to School 2010/11                          | 65    | 0   | 0     | 0   | 65    | 60    | 0   | 0     | 0   | 60    | 0     | (5)  |   |
| 10515000 | Nuneaton, Bracebridge Road Area One Way System          | 46    | 35  | 0     | 0   | 81    | 49    | 32  | 0     | 0   | 81    | (3)   | 0    |   |
| 10269000 | Minor Traffic Management/Congestion 2009/10             | 8     | 0   | 0     | 0   | 8     | 9     | 0   | 0     | 0   | 9     | 0     | 1    |   |
| 10302000 | Minor Casualty Reduction Schemes 2008/09                | 10    | 0   | 0     | 0   | 10    | 11    | 0   | 0     | 0   | 11    | 0     | 1    |   |
| 10459000 | Casualty Reduction Schemes 2010/11                      | 77    | 0   | 0     | 0   | 77    | 85    | 19  | 0     | 0   | 104   | 19    | 27   | Additional spend funded by Developer.   |
| 10313000 | Stratford Waterside/Southern Lane                       | 40    | 0   | 0     | 0   | 40    | 46    | 0   | 0     | 0   | 46    | 0     | 6    | Variance explained at outturn.  |
| 10540000 | Nuneaton, Queens Road Phase 1                           | 64    | 26  | 0     | 0   | 90    | 64    | 28  | 0     | 0   | 92    | 2     | 2    |   |
| 10351000 | Hatton, Station Car Park Extension                      | 110   | 35  | 0     | 0   | 145   | 97    | 27  | 0     | 0   | 124   | (8)   | (21) |   |
| 10978000 | Safety Engineering Schemes under £100,000               | 10    | 194 | 0     | 0   | 203   | 29    | 194 | 0     | 0   | 223   | 0     | 19   |   |
| 10434000 | Aylesford School - Woodloes Park Cycle Route Phase 2    | 0     | 47  | 0     | 0   | 47    | 0     | 0   | 49    | 0   | 49    | (47)  | 2    |   |
| 10428000 | Aylesford School - Woodloes Park Cycle Route Phase 3    | 0     | 69  | 0     | 0   | 70    | 0     | 0   | 80    | 0   | 80    | (69)  | 10   | Budget increased to the level of the external funding available.                            |
| 10280000 | Minor Signalised Crossings Schemes 2009/10              | 0     | 0   | 0     | 0   | 1     | 2     | 0   | 0     | 0   | 2     | 0     | 2    |   |
| 10198000 | Minor Casualty Reduction Schemes 2007/08                | 0     | 0   | 0     | 0   | 0     | 21    | 23  | 0     | 0   | 44    | 23    | 44   | Additional spend funded by Developer.   |
| 10304000 | Village Speed Limit Reviews 2008/09                     | 0     | 0   | 0     | 0   | 0     | (1)   | 0   | 0     | 0   | (1)   | 0     | (1)  |   |
| 10129000 | Village Speed Reviews 2005/2006                         | 5     | 0   | 0     | 0   | 5     | 5     | 0   | 0     | 0   | 5     | 0     | 0    |   |
| 10303000 | Minor Casualty Reduction Schemes 2009/10                | 1     | 0   | 0     | 0   | 1     | (11)  | 0   | 0     | 0   | (11)  | 0     | (12) |   |
| 10476000 | Public & Community Transport 2010/11                    | 1     | 0   | 0     | 0   | 1     | 1     | 0   | 0     | 0   | 1     | 0     | 0    |   |
| 11080000 | Minor Integrated Revenue Funded 2011/12                 | 39    | 87  | 0     | 0   | 126   | 38    | 95  | 0     | 0   | 133   | 8     | 7    |   |
| 11126000 | Casualty Reduction Schemes 2012/13                      | 0     | 350 | 0     | 0   | 350   | 0     | 350 | 0     | 0   | 350   | 0     | 0    |   |
| 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    |   |
| 11100000 | Footbridge at Stratford Town Station                    | 0     | 610 | 598   | 0   | 1,208 | 0     | 610 | 598   | 0   | 1,208 | 0     | 0    |   |
| 11098000 | A426 Stockton to Southam Two Safety Cameras             | 0     | 0   | 0     | 0   | 0     | 4     | 40  | 0     | 0   | 44    | 40    | 44   | Additional spend funded by Developer  |
| 11060000 | Renewal Of Vehicle Activated Signs                      | 0     | 20  | 0     | 0   | 20    | 0     | 20  | 0     | 0   | 20    | 0     | 0    |   |
| 10294000 | Minor Imps To Public & Community Transport 2008/09      | 0     | 0   | 0     | 0   | 0     | 0     | 7   | 0     | 0   | 7     | 7     | 7    | Scheme funded by Developer  |
| 10219000 | Avon Valley School Cycle Route From Brownsover          | 0     | 0   | 0     | 0   | 0     | 1     | 0   | 0     | 0   | 1     | 0     | 1    |   |
| 10924000 | Imps to foot/cycleways 2005/2006 (pava-h) improv2       | 0     | 0   | 0     | 0   | 0     | 0     | 16  | 0     | 0   | 16    | 16    | 16   | Further expenditure to complete the scheme is funded by Developer income.                   |
| 10021000 | Passenger Information Projects                          | 0     | 0   | 0     | 0   | 0     | 0     | 10  | 0     | 0   | 10    | 10    | 10   | This scheme is to be completed using up the remaining third party funding.                  |

| Agresso Project Code                                | Description  | Approved Budget at Council |               |               |                         |             | Forecast at Q1      |               |               |                         |             | Variation at Q1 |             | Reasons for Variation and Management Action   |
|---|--|----------------------------|---------------|---------------|-------------------------|-------------|---------------------|---------------|---------------|-------------------------|-------------|-----------------|-------------|---|
|   |  | Earlier Years £'000        | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | Earlier Years £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 and later £'000 | Total £'000 | 2012/13 £'000   | Total £'000 |   |
| <b>Developer Funded Schemes</b>                     |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |   |
| 10191000  | Minor Developer Schemes 2006/2007  | 7                          | 0             | 0             | 0                       | 7           | 16                  | 0             | 0             | 0                       | 16          | 0               | 9           | Additional spend to complete the scheme funded by the Developer.  |
| 10082000  | Heathcote Offsite Junction Improvements                                      | 2,893                      | 101           | 0             | 0                       | 2,993       | 2,906               | 0             | 0             | 0                       | 2,906       | (101)           | (87)        |   |
| 10132000  | Minor Developer Schemes Under £100K  | 0                          | 0             | 0             | 0                       | 0           | 1                   | 91            | 0             | 0                       | 92          | 91              | 92          | Additional work required to complete the scheme funded by the Developer   |
| 10249000  | Warwick A425 Banbury Rd Turnbolls Garden - right hand turn lane              | 0                          | 0             | 0             | 0                       | 0           | (3)                 | 0             | 0             | 0                       | (3)         | 0               | (3)         |   |
| 10093000  | Stratford Southern Relief Road - Eastern Extension                           | 2,276                      | 0             | 0             | 0                       | 2,276       | 2,276               | 0             | 0             | 0                       | 2,276       | 0               | 0           |   |
| 10431000  | A428 Coventry Rd/Bilton Lane Junction- Signalisation                         | 3                          | 107           | 0             | 0                       | 110         | 4                   | 107           | 0             | 0                       | 111         | 0               | 1           |   |
| 10438000  | Leamington, Junction Alterations at Former Potterton Works                   | 4                          | 397           | 0             | 0                       | 400         | 4                   | 397           | 0             | 0                       | 401         | 0               | 1           |   |
| 10164000  | Shipston, Tilemans Lane - Traffic Calming                                    | 61                         | 11            | 0             | 0                       | 72          | 61                  | 0             | 0             | 0                       | 61          | (11)            | (11)        |   |
| 10257000  | South west Warwickshire Fisher Brook Flood Alleviation                       | 0                          | 1,150         | 0             | 0                       | 1,150       | 1                   | 1,150         | 0             | 0                       | 1,151       | 0               | 1           |   |
| 10446000  | Rugby, A426 Leicester Rd   | 5                          | 1,961         | 0             | 0                       | 1,966       | 5                   | 1,961         | 0             | 0                       | 1,966       | 0               | 0           |   |
| 10338000  | Ryton, A423 Prologis Park Development Roundabout For Access                  | 8                          | 924           | 0             | 0                       | 932         | 18                  | 859           | 0             | 0                       | 877         | (65)            | (55)        |   |
| 10382000  | Warwick Town Centre Traffic Management                                       | 408                        | 375           | 0             | 0                       | 783         | 381                 | 375           | 0             | 0                       | 756         | 0               | (27)        |   |
| 10930000  | Stratford, Guild St - College House Development                              | 283                        | 0             | 0             | 0                       | 283         | 286                 | 1             | 0             | 0                       | 287         | 1               | 4           |   |
| 10931000  | Access To Guide Dog Breeding Centre – Bishops Tachbrook                      | 284                        | 0             | 0             | 0                       | 284         | 156                 | 2             | 0             | 0                       | 158         | 2               | (126)       |   |
| 10372000  | Kingsbury, Kingsbury Mill Footway and Carriageway                            | 68                         | 0             | 0             | 0                       | 68          | 68                  | 0             | 0             | 0                       | 68          | 0               | 0           |   |
| 10332000  | Rugby, Mill Rd (Key Property Investments No 2)                               | 597                        | 0             | 0             | 0                       | 597         | 599                 | 0             | 0             | 0                       | 599         | 0               | 2           |   |
| 10346000  | Bedworth, Blackhorse Road/Ironbridge Way (Barratt)                           | 352                        | 0             | 0             | 0                       | 352         | 353                 | 0             | 0             | 0                       | 353         | 0               | 1           |   |
| 10519000  | Nuneaton, B4114 New Signalised Junction Tuttle Hill (Redrow)                 | 415                        | 0             | 0             | 0                       | 415         | 423                 | 8             | 0             | 0                       | 431         | 8               | 16          |   |
| 10907000  | Southam, Leamington Road Signalised Pedestrian Crossing (Tesco)              | 121                        | 0             | 0             | 0                       | 121         | 113                 | 32            | 0             | 0                       | 145         | 32              | 23          | Additional work requested and funded by the Developer   |
| 10001000  | Minor Developer Schemes 2009/2010  | 220                        | 0             | 0             | 0                       | 220         | 208                 | 0             | 0             | 0                       | 208         | 0               | (12)        |   |
| 10962000  | Rugby, Oliver St - Puffin Crossing (Asda)                                    | 2                          | 63            | 0             | 0                       | 65          | 2                   | 65            | 0             | 0                       | 67          | 2               | 2           |   |
| 10215000  | Rugby, Traffic Signal Control Junction Corporation Street                    | 0                          | 0             | 0             | 0                       | 0           | (29)                | 0             | 0             | 0                       | (29)        | 0               | (29)        |   |
| 10341000  | Warwick Bus Station (self-financed)  | 20                         | 0             | 0             | 0                       | 20          | 20                  | 0             | 0             | 0                       | 20          | 0               | 1           |   |
| 10507000  | Nuneaton, Queens Rd (Nuneaton Borough Football Club)                         | 24                         | 0             | 0             | 0                       | 24          | 20                  | 0             | 0             | 0                       | 20          | 0               | (4)         |   |
| 11061000  | Bedworth George Street Ringway Tesco S278                                    | 1,085                      | 0             | 0             | 0                       | 1,085       | 1,129               | 68            | 0             | 0                       | 1,197       | 68              | 112         | Increased costs due to disruption caused by utilities (diversions & connections) and acceleration costs paid to the Contractor to compensate.   |
| 11099000  | Upgrade Traffic Signals Blackhorse Rd  | 0                          | 0             | 0             | 0                       | 0           | 0                   | 100           | 0             | 0                       | 100         | 100             | 100         | This was approved as part of the block allocation for developer schemes under £100k at Cabinet on the 12th May 2011. However the scheme is £100k and should now be reported as a separate scheme. |
| 11085000  | Minor Developer Schemes 2011/12  | 0                          | 0             | 0             | 0                       | 0           | 3                   | 0             | 0             | 0                       | 3           | 0               | 3           |   |
| 11079000  | Former Cattle Market Site in Stratford                                       | 0                          | 1,070         | 0             | 0                       | 1,070       | 0                   | 1,070         | 0             | 0                       | 1,070       | 0               | 0           |   |
| 10935000  | Bishopton Lane Improvement   | 3                          | 0             | 0             | 0                       | 3           | 2                   | 0             | 0             | 0                       | 2           | 0               | (1)         |   |
| 10220000  | Rugby, A4071 Bilton Road Works For Wimpey Housing Development                | 1                          | 0             | 0             | 0                       | 1           | 3                   | 0             | 0             | 0                       | 3           | 0               | 2           |   |
| 11093000  | A3400 Shipston Road - Waitrose   | 455                        | 200           | 0             | 0                       | 655         | 2                   | 994           | 0             | 0                       | 996         | 794             | 341         | Increased construction costs due to the increased size of the roundabout , night work and Toucan crossing costs added.  |
| 11094000  | Back Lane Long Lawford   | 200                        | 0             | 0             | 0                       | 200         | 0                   | 256           | 0             | 0                       | 256         | 256             | 56          | Additional utility diversions required.   |
| 11095000  | NVC Pressings - A3400 Birmingham Rd.   | 400                        | 250           | 0             | 0                       | 650         | 175                 | 677           | 0             | 0                       | 852         | 427             | 202         | Increased cost as a result of an unforeseen service diversion   |
| 10099000  | A426 - Leicester Road, Rugby - Dual Puffin Crossing                          | 0                          | 0             | 0             | 0                       | 0           | 2                   | 0             | 0             | 0                       | 2           | 0               | 2           |   |
| 10324000  | Lawford Lane Cycle Route   | 0                          | 0             | 0             | 0                       | 0           | 0                   | 229           | 0             | 0                       | 229         | 229             | 229         | This scheme was in the programme but removed due to lack of funds , these are now available and the scheme is to be reinstated.   |
| 11186000  | New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston | 0                          | 0             | 0             | 0                       | 0           | 0                   | 815           | 0             | 0                       | 815         | 815             | 815         | This scheme was added to the capital programme at the Portfolio meeting of the 22nd June 2012.  |
| 11187000  | Access and Puffin Crossing Morrisons Supermarket Bham Road Coleshill         | 0                          | 0             | 0             | 0                       | 0           | 0                   | 140           | 0             | 0                       | 140         | 140             | 140         | This scheme was added to the programme at the Portfolio meeting of the 22nd June 2012   |
| 11188000  | Changes to Leicester Rd/Brownsover Rd roundabout                             | 0                          | 0             | 0             | 0                       | 0           | 0                   | 270           | 0             | 0                       | 270         | 270             | 270         | This scheme was added at the portfolio holder meeting of the 22nd June 2012   |
| 10092000  | Nuneaton Camp Hill Tuttle Hill - New Signalised Junction                     | 0                          | 0             | 0             | 0                       | 0           | 0                   | 8             | 0             | 0                       | 8           | 8               | 8           | This is the final retention payment   |
| <b>Community Safety, Public Transport and Other</b> |  |                            |               |               |                         |             |                     |               |               |                         |             |                 |             |   |
| 10273000  | Street Lighting Base Programme 2008/2009                                     | 0                          | 0             | 0             | 0                       | 0           | (23)                | 0             | 0             | 0                       | (23)        | 0               | (23)        |   |
| 10402000  | Street Lighting Base Programme 2009/2010                                     | 0                          | 0             | 0             | 0                       | 0           | (21)                | 0             | 0             | 0                       | (21)        | 0               | (21)        |   |
| 10458000  | Streetlighting Base Programme 2010/11  | 22                         | 0             | 0             | 0                       | 22          | 22                  | 0             | 0             | 0                       | 22          | 0               | 0           |   |
| 10976000  | Street Lighting Column Replacement 2011/2012                                 | 873                        | 0             | 0             | 0                       | 873         | 1,086               | 0             | 0             | 0                       | 1,086       | 0               | 213         | Progress on schemes and priorities are assessed in year and additional funds were allocated and funded within the overall budget for Highways Maintenance.  |
| 10982000  | Street Lighting Electricity And Co2 Reduction (Self-Financed)                | 640                        | 1,000         | 0             | 0                       | 1,640       | 595                 | 1,045         | 0             | 0                       | 1,640       | 45              | 0           |   |
| 10938000  | E&E Vehicle Fleet - 2010/11  | 60                         | 0             | 0             | 0                       | 60          | 116                 | 0             | 0             | 0                       | 116         | 0               | 56          | Additional pool cars to increase the fleet and replacement Winter Maintenance equipment   |



P Transport

|          |  |                |               |               |               |                |                |               |               |               |                |              |              |   |
|----------|--|----------------|---------------|---------------|---------------|----------------|----------------|---------------|---------------|---------------|----------------|--------------|--------------|---|
| 11123000 | Street Lighting Column Replacement 2012/2013 | 0              | 500           | 0             | 0             | 500            | 0              | 1,291         | 0             | 0             | 1,291          | 791          | 791          | The normal annual allocation of Street Lighting capital works has been added to the additional allocation to replace concrete columns plus £70k additional third party funding. |
| 11124000 | Street Lighting Column Replacement 2013/2014 | 0              | 0             | 500           | 0             | 500            | 0              | 0             | 500           | 0             | 500            | 0            | 0            |   |
| 11125000 | Street Lighting Column Replacement 2014/2015 | 0              | 0             | 0             | 0             | 500            | 0              | 0             | 0             | 500           | 500            | 0            | 0            |   |
|          |  | <b>125,457</b> | <b>31,554</b> | <b>26,797</b> | <b>18,169</b> | <b>201,977</b> | <b>126,675</b> | <b>34,501</b> | <b>27,180</b> | <b>18,421</b> | <b>206,777</b> | <b>2,947</b> | <b>4,800</b> |   |

Performance Information: Qtr 1 April - June 2012

| Transport & Highways BUP |   |                |                |                   |                |               |  |
|--------------------------|---|----------------|----------------|-------------------|----------------|---------------|--|
| Ref                      | Measure   | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Actual | Progress to date   |
| M16000                   | WCC cost per passenger journey on County Council supported bus services.                            | 0.82           | 0.78           | 0.78              |                | 0.81          | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>Based on quarter 4 2011/12 - quarter 1 actual data not yet available</li> </ul>  |
| M16001                   | Transport Operations - bus service cost per head of population                                      | 3.64           |                | 3.83              |                | 3.83          |  |
| M16002                   | Length of Highway network where surface treatment is planned  | 246.85         | 249.9          | 200.78            |                | 0             | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>Targeted 249.9 kms equals 155.3 miles. Due to the very wet weather in the first quarter, which continued into July, none of the programmed surface dressing work could be undertaken. Surface dressing is normally completed in quarters 1 &amp; 2 because of ambient temperature constraints so extending the programme into quarter 3 is not normally an option. It is forecast that 90% of the Highways North programme will be completed but it is possible that only 50% of the Highways South programme will be achieved. The Structural Maintenance programme has not been adversely impacted and all planned works are considered to be achievable.</li> </ul> |
| M16003                   | Length of highway network where maintenance is needed   |                |                |                   |                | 757.8         | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>The 2011/12 result has indicated that the rate of deterioration evident in previous years has slowed - next result will be available in April 2013.</li> </ul>   |
| M16005                   | Transport Operations - Concessionary Transport – % take up of passes by those eligible by their age |                | 74.8           | 72.6              |                | 71.1          | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>Latest figures are lower than those declared at the end of the last reporting year. A data cleansing exercise is currently removing records of pass holders who have moved out of the county and those who have died</li> </ul>  |
| M16006                   | Transport Operations - Special educational needs transport - cost per passenger journey             |                | 11.2           | 11.2              |                | 10.44         |  |
| M16007                   | Transport Operations - Mainstream school transport, cost per passenger journey                      |                | 2.05           | 2.02              |                | 1.98          |  |
| M16008                   | Average bridge condition indicator  |                | 91             | 91                |                | 90.63         |  |
| M16009                   | Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)              |                | 100            | 100               |                |               | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>On course to achieve programme</li> </ul>  |
| M16004                   | Number of people killed or seriously injured (KSI) on our roads                                     | 313            | 293            | 313               |                | 69            | <ul style="list-style-type: none"> <li>• <b>Indicator Commentary</b></li> <li>Despite missing the 2011 target of 298, the 2012 target of 293 KSI has not been changed. However, it is too early in the reporting year to assess if this is achievable, therefore the YE estimate is based on maintaining the 2011 actual of 313. The estimate will be further refined at quarter 2.</li> </ul>   |

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<br>£'000 | Proposed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action |
|---|------------------------|---------------------------|------------------------|---------------------------|-------------------------------------|--|
| Public Health                               | 49                     | 60                        | 109                    | 109                       | 0                                   |  |
| Other Services contribution to salary costs | 86                     | (2)                       | 84                     | 84                        | 0                                   |  |
| <b>Net Service Spending</b>                 | <b>135</b>             | <b>58</b>                 | <b>193</b>             | <b>193</b>                | <b>0</b>                            |  |

## 2012/13 Reserves Position

| Reserve         | Opening Balance<br>01.04.12<br>£'000 | Movement in year<br>£'000 | Effect of outturn<br>£'000 | Forecast closing balance<br>£'000 |
|-----------------|--------------------------------------|---------------------------|----------------------------|-----------------------------------|
| Service Savings | (12)                                 | 12                        | 0                          | 0                                 |
| <b>Total</b>    | <b>(12)</b>                          | <b>12</b>                 | <b>0</b>                   | <b>0</b>                          |

## 2012/13 Indicative Allocation (Budgets currently held by NHS Warwickshire)

| Service  | Sub code    | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action |
|--|-------------|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Public health leadership   | 110         | 2,317                  | 0                       | 2,317                  | 2311                      | (6)                                 |  |
| Information & Intelligence functions                                   | 120         | 0                      | 0                       | 0                      | 0                         | 0                                   |  |
| Nutrition, Obesity and Physical activity                               | 130         | 491                    | 0                       | 491                    | 491                       | 0                                   |  |
| Drug misuse  | 140         | 4,837                  | 0                       | 4,837                  | 4,837                     | 0                                   |  |
| Alcohol misuse   | 150         | 208                    | 0                       | 208                    | 208                       | 0                                   |  |
| Tobacco  | 160         | 749                    | 0                       | 749                    | 749                       | 0                                   |  |
| Dental public health   | 170         | 18                     | 0                       | 18                     | 18                        | 0                                   |  |
| Fluoridation   | 180         | 8                      | 0                       | 8                      | 8                         | 0                                   |  |
| Children 5-19  | 190         | 2,753                  | 0                       | 2,753                  | 2,754                     | 1                                   |  |
| NHS Health Check Programme   | 200         | 0                      | 0                       | 0                      | 0                         | 0                                   |  |
| Misc health improvement and wellbeing                                  | 210         | 4,034                  | 0                       | 4,034                  | 3,955                     | (79)                                |  |
| Sexual health (STI testing and treatment, contraception, abortion, pre | 220         | 4,688                  | 0                       | 4,688                  | 4,688                     | 0                                   |  |
| PCT support for surveillance and control of infectious diseases        | 410         | 50                     | 0                       | 50                     | 50                        | 0                                   |  |
| Birmingham & Solihull Mental Health Trust                              | 130/140/190 | 85                     | 0                       | 85                     | 15                        | (70)                                |  |
| GP Blue Badges/Fostering   |             | 15                     | 0                       | 15                     | 15                        | 0                                   |  |
| <b>Net Service Spending</b>  |             | <b>20,253</b>          | <b>0</b>                | <b>20,253</b>          | <b>20,099</b>             | <b>(154)</b>                        |  |

Please note: these budgets are currently held by NHS Warwickshire and therefore these figures and forecast have been supplied by them.

## Fire and Rescue - Gary Phillips

## 2012/13 Revenue Budget

| Service                                      | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Final Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action  |
|--|------------------------|-------------------------|------------------------|------------------------|-------------------------------------|---|
| Operational Response                         | 10,418                 | 1,265                   | 11,683                 | 11,780                 | 97                                  |   |
| Prevention and Protection                    | 2,063                  | (970)                   | 1,093                  | 1,088                  | (5)                                 |   |
| Technical Support & Transport                | 2,071                  | (18)                    | 2,053                  | 2,097                  | 44                                  |   |
| Water  | 123                    | (11)                    | 112                    | 113                    | 1                                   |   |
| IT and Communications                        | 768                    | (72)                    | 696                    | 751                    | 56                                  |   |
| Fire Control                                 | 756                    | 1,761                   | 2,517                  | 2,010                  | (508)                               | The underspend of £500k to be transferred to reserves   |
| Training and Health and Safety               | 1,609                  | (199)                   | 1,410                  | 1,419                  | 9                                   |   |
| Human Resources and Occupational Health      | 214                    | 39                      | 253                    | 254                    | 1                                   |   |
| Service Administrative Support               | 70                     | 12                      | 82                     | 82                     | (0)                                 |   |
| Improvement Plan                             | 266                    | (216)                   | 50                     | 55                     | 5                                   |   |
| Fire-fighters Pension                        | 829                    | 0                       | 829                    | 571                    | (258)                               | This underspend is due to the low level of ill health retirements. The Service will continue to monitor this position as the year progresses. |
| Strategic Leadership and Operational Support | 253                    | 32                      | 285                    | 283                    | (2)                                 |   |
| Integrated Risk Management Plan (Financial   | 43                     | 175                     | 218                    | 218                    | (0)                                 |   |
| Planning and Performance                     | 0                      | 71                      | 71                     | 63                     | (8)                                 |   |
| Major Incident                               | 0                      |                         | 0                      | 135                    | 135                                 | Continuing legal costs relating to the incident at Atherstone on Stour.   |
| Capacity                                     | 0                      |                         | 0                      | 516                    | 516                                 | Capacity required within the Service to support the incident at Atherstone on Stour.  |
| <b>Net Service Spending</b>                  | <b>19,483</b>          | <b>1,869</b>            | <b>21,352</b>          | <b>21,435</b>          | <b>83</b>                           |   |

## 2012/13 Reserves Position

| Reserve                 | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|-------------------------|--------------------------------------|------------------------------|-------------------------------|---|
| General Savings         | 70                                   | (70)                         | (198)                         | (198)                                   |
| Fire Earmarked (Grants) | 1,800                                | (1,800)                      | 508                           | 508                                     |
| Pensions (Former Fire)  | 760                                  |                              | 258                           | 1,018                                   |
| Capacity                | 0                                    |                              | (516)                         | (516)                                   |
| AoS Incident            | (433)                                | 433                          | (135)                         | (135)                                   |
| <b>Total</b>            | <b>2,197</b>                         | <b>(1,437)</b>               | <b>(83)</b>                   | <b>677</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     | Actual to Date | Forecast Outturn | Target     | Actual to Date | Forecast Outturn | Target     | Forecast Outturn |  |
|           |  | £'000      | £'000          | £'000            | £'000      | £'000          | £'000            | £'000      | £'000            |  |
|           | Savings delivered in 2011/12   | 400        | 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        | 100              |  |
|           | <b>Total</b>   | <b>100</b> | <b>100</b>     | <b>100</b>       | <b>100</b> | <b>100</b>     | <b>100</b>       | <b>100</b> | <b>100</b>       |  |
|           | <b>Target</b>  |            | <b>100</b>     | <b>100</b>       |            | <b>100</b>     | <b>100</b>       |            | <b>100</b>       |  |
|           | <b>Remaining Shortfall/(Over Achievement)</b>                                      |            | <b>0</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 at Council |              |              |                   |              | Forecast at Q1 |              |              |                   |              | Variation at Q1 |             | Reasons for Variation and Management Action   |
|----------------------|---|----------------------------|--------------|--------------|-------------------|--------------|----------------|--------------|--------------|-------------------|--------------|-----------------|-------------|---|
|                      |   | Earlier Years              | 2012/13      | 2013/14      | 2014/15 and later | Total        | Earlier Years  | 2012/13      | 2013/14      | 2014/15 and later | Total        | 2012/13         | Total       |   |
|                      |   | £'000                      | £'000        | £'000        | £'000             | £'000        | £'000          | £'000        | £'000        | £'000             | £'000        | £'000           | £'000       |   |
| 10183000             | Fire Safety Management Information System                                       | 3                          | 0            | 0            | 0                 | 3            | 3              | 0            | 0            | 0                 | 3            | 0               | 0           |   |
| 10574000             | Fire Capital Grant - HQ Reorganisation  | 12                         | 0            | 0            | 0                 | 12           | 18             | 0            | 0            | 0                 | 18           | 0               | 6           | Project 1057400 minor overspend to be funded from underspend of Project 11150000 and 10538000.                                |
| 11151000             | Fire Capital Grant - Equipment for Fire Appliances                              | 80                         | 65           | 0            | 0                 | 145          | 20             | 125          | 0            | 0                 | 145          | 60              | 0           |   |
| 11148000             | Improvement Plan - Vehicles and Equipment                                       | 84                         | 45           | 0            | 0                 | 129          | 40             | 90           | 0            | 0                 | 130          | 45              | 1           |   |
| 10538000             | Equip for fire appliances base prog 2010/11                                     | 110                        | 0            | 0            | 0                 | 110          | 0              | 0            | 0            | 0                 | 0            | 0               | (110)       |   |
| 11046000             | Equipment for New Fire Appliances 2011/12                                       | 120                        | 0            | 0            | 0                 | 120          | 283            | 0            | 0            | 0                 | 283          | 0               | 163         | Overspend on Project 11046000 to be funded by underspend of Project 11150000 and 10538000.                                    |
| 10575000             | Fire Capital Grant - Improvement Plan   | 169                        | 0            | 0            | 0                 | 169          | 89             | 119          | 0            | 0                 | 208          | 119             | 39          | Overspend on Project 10575000 is to be funded by underspend on Project 10538000 as the projects have since been consolidated. |
| 11043000             | Vehicle Replacement Programme 2011/12   | 185                        | 50           | 0            | 0                 | 235          | 0              | 235          | 0            | 0                 | 235          | 185             | 0           |   |
| 11154000             | Warwickshire Fire Control Provision   | 0                          | 1,235        | 853          | 0                 | 2,088        | 0              | 1,235        | 801          | 0                 | 2,036        | 0               | (52)        | As reported to Cabinet in June 2012.  |
| 11153000             | Equipment for new Fire Appliances   | 0                          | 0            | 0            | 120               | 120          | 0              | 0            | 0            | 120               | 120          | 0               | 0           |   |
| 11152000             | Vehicle Replacement Programme 2014/15   | 0                          | 0            | 0            | 720               | 720          | 0              | 0            | 0            | 720               | 720          | 0               | 0           |   |
| 11086000             | Fire Capital Grant 2011/12  | 400                        | 265          | 0            | 0                 | 665          | 360            | 305          | 0            | 0                 | 665          | 40              | 0           |   |
| 11147000             | Improvement Plan - Convert Alcester to Whole Time Station                       | 430                        | 121          | 0            | 0                 | 551          | 405            | 146          | 0            | 0                 | 551          | 25              | 0           |   |
| 10933000             | Fire control call handling & mobilising systems                                 | 0                          | 185          | 0            | 0                 | 185          | 0              | 185          | 0            | 0                 | 185          | 0               | 0           |   |
| 11044000             | Vehicle Replacement Programme 2012/13   | 0                          | 520          | 0            | 0                 | 520          | 0              | 520          | 0            | 0                 | 520          | 0               | 0           |   |
| 11045000             | Vehicle Replacement Programme 2013/14   | 0                          | 0            | 720          | 0                 | 720          | 0              | 0            | 720          | 0                 | 720          | 0               | 0           |   |
| 11047000             | Equipment for New Fire Appliances 2012/13                                       | 0                          | 80           | 0            | 0                 | 80           | 0              | 80           | 0            | 0                 | 80           | 0               | 0           |   |
| 11048000             | Equipment for New Fire Appliances 201   | 0                          | 0            | 120          | 0                 | 120          | 0              | 0            | 120          | 0                 | 120          | 0               | 0           |   |
| 11088000             | Integrated Communications Control System  | 0                          | 135          | 0            | 0                 | 135          | 0              | 135          | 0            | 0                 | 135          | 0               | 0           |   |
| 11149000             | Fire Capital Grant - Light building for vehicle inspection and repair           | 0                          | 122          | 0            | 0                 | 122          | 0              | 130          | 0            | 0                 | 130          | 8               | 8           |   |
| 11150000             | Fire Capital Grant - Portable Specialist Ff Equipment at Kingsbury Oil Terminal | 0                          | 108          | 0            | 0                 | 108          | 0              | 0            | 0            | 0                 | 0            | (108)           | (108)       |   |
|                      |   | <b>1,593</b>               | <b>2,931</b> | <b>1,693</b> | <b>840</b>        | <b>7,057</b> | <b>1,218</b>   | <b>3,305</b> | <b>1,641</b> | <b>840</b>        | <b>7,004</b> | <b>374</b>      | <b>(54)</b> |   |

## Performance Information: Qtr 1 April - June 2012

| F&R: All Measures |  |                |                |                   |                |               |               |              |  |
|-------------------|--|----------------|----------------|-------------------|----------------|---------------|---------------|--------------|--|
| Ref               | Measure  | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Target | Period Actual | Period Alert | Progress to date   |
| M17013            | No. Home Fire Safety Checks Completed  | 7392           |                | 5000              |                |               | 959           |              | Volume related targets have been removed for the delivery of Home Fire Safety Checks (HFSC's), we now take a risk based approach targeting those members of the community who are more likely to experience a fire in the home. So far this year nearly a 1000 homes in the County have received a HFSC from the Service.  |
| M17050            | % of HFSCs delivered to vulnerable persons   | new measure    | 75             | 90                |                | 75            | 89.33         |              | Volume related targets have been removed for the delivery of HFSC's, we now take a risk based approach targeting those members of the community who are more likely to experience a fire in the home. Of the HFSC's that the Service has delivered within the County 89% of them have been delivered to vulnerable members of the community.   |
| M17051            | Number of people receiving fire safety advice through prevention/protection activity | new measure    |                | 22500             |                |               | 5347          |              | Through our comprehensive range of fire safety awareness campaigns the Service estimates that we have delivered fire safety information to over 5000 people. The fire safety initiatives include delivery of Home Fire Safety Checks, the schools programme, the fire safety champion programme, visits to stations by Brownie and Scout groups. We also have a programme of inspections and visits to commercial premises across the County where adherence to fire safety regulations and general fire safety is discussed with owners and occupiers.  |
| M17001            | Total number of preventable fire related deaths                                      | 1              | 0              | 0                 |                | 0             | 0             |              | There have been no reported preventable fire related deaths within the County during 2012.   |
| M17000            | Total number of preventable fire related injuries                                    | 11             | 14             | 14                |                | 3             | 1             |              | During the first quarter there has only been 1 reported fire related injury within the County. This is an improvement on the same period last year when 3 had been reported up until this point.   |
| M17006            | No. of accidental dwelling fires   | 174            | 174            | 174               |                | 38            | 38            |              | The number of accidental dwelling fires for the first quarter of the year remains at the same level as the previous year. This is exceptionally good performance as we were the best performing authority last year as far as this measure is concerned. This illustrates that the targeted approach to our prevention work is successful.   |
| M17052            | Total number of small fires  | 1293           | 1293           | 1050              |                | 391           | 181           |              | The number of small fires across the County is low in the first quarter of the year. This is a notable performance as there have been a number of significant events that have taken place this year that could have had a negative impact on the number of small fires across the County. The exceptionally wet weather that we have experienced has also contributed to a reduction in small fires.  |
| M17053            | Total number of deliberate fires   | 1249           | 1249           | 1100              |                | 395           | 138           |              | Deliberate small fires have reduced compared to last year. Last year the level increased significantly in April as we experienced some hot weather across the extended holiday period over Easter and the Royal wedding, this year the weather has been exceptionally wet. As well as this, the Service has made full use of the Small Fires Unit to interact with young people, to discourage behaviour associated with deliberate fire setting and other anti social activity. Arson within property and vehicles is also at a reduced rate this year. |
| M17054            | Total number of fires in non domestic premises                                       | 80             | 80             | 80                |                | 26            | 27            |              | The number of fires in non domestic premises is low again this year illustrating that our risk based approach to commercial fire safety is working. Last year the Service was the 4th best performer in the Country for this measure and it would appear that this good performance is continuing. Levels of fires are monitored closely and if there is any change or developing trend immediate action is taken.   |
| M17016            | Total number of false alarms by apparatus  | 208            | 208            | 207               |                | 59            | 54            |              | The AFA policy for challenging this type of call has been hugely successful for the Service with further good performance this year. Since the introduction of the policy, unwanted calls of this kind have reduced by 73% making us the best performer in the Country. Non attendance of these kinds of calls increase our capacity to attend real emergency incidents alongside to performing our other duties.  |
| M17055            | To achieve minimum crewing levels on whole-time stations (%)                         | 93.2           | 100            | 99.5              |                | 100           | 99.44         |              | A new Global crewing system was introduced into the Service for whole-time stations at the beginning of the year with day crewing stations following in June. The system enables us to manage our crewing more efficiently and enables us to forward plan so that crewing deficiencies at stations are covered. Since the implementation of the system we have achieved our minimum crewing levels on 100% of our shifts.  |
| M17056            | To achieve minimum crewing levels on shifts on day crewed stations (%)               | 85.07          | 100            | 99                |                | 100           | 92            |              |  |
| M17057            | % achievement of 10 and 20 minute response standards                                 | 89.72          | 89.72          | 95                |                | 92.6          | 94.23         |              | We measure ourselves against agreed response times for urban and rural locations across the County and this year we have met our response standard on 94% of occasions. The speed of response to fires is measured and monitored on a monthly basis and any failures are investigated to establish the reasons behind it. Between April and June we had only missed our response time on 9 occasions.  |
| M17058            | % of calls handled within 60 seconds by Control                                      | 73.6           | 73.6           | 74                |                | 65.74         | 74            |              | The control room staff work hard to ensure that calls received are answered quickly and efficiently to ensure that appropriate resources are sent to emergency incidents as quickly as possible. This year the Control room have been measuring their performance on a monthly basis and have been working hard to improve their call handling processes. This has resulted in 74% of calls being handled within 60 seconds, a year on year improvement of 9%.   |
| M17059            | % appliance availability   | 81.22          | 81.29          | 90                |                | 78.41         | 87.58         |              | All of our Retained Duty System (RDS) stations are now on the GARTAN availability system which enables the Service to plan and manage availability effectively. The system has helped us to improve RDS availability by 9% compared to last year.  |
| M17033            | Number of vehicle accidents  | 38             | 39             | 35                |                | 7             | 8             |              | Vehicle accidents have increased slightly this year. All vehicle accidents are investigated and any remedial action is identified and delivered. The majority of accidents are due to slow manoeuvring of appliances with subsequent minimum damage.   |

| F&R: All Measures |   |                |                |                   |                |               |               |              |   |
|-------------------|---|----------------|----------------|-------------------|----------------|---------------|---------------|--------------|---|
| Ref               | Measure   | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Target | Period Actual | Period Alert | Progress to date  |
| M17035            | Number of near misses   | 36             | 36             | 70                |                | 4             | 20            |              | A new process for reporting near misses has resulted in a significant increase in near miss incidents reported. This is good news for the Service as it helps us to identify possible areas where real accidents may occur and help us to identify required improvements.   |
| M17060            | Number of acts or violence or aggression incidents  | 7              | 7              | 7                 |                | 2             | 3             |              | There have been 3 acts of violence or aggression reported so far this year. There has been verbal abuse to a member of the Control room staff, 1 to an officer in charge at an incident and 1 to a fire-fighter at an incident. All are monitored closely and remedial action taken if appropriate.   |
| M17034            | Number of personal injuries   | 57             | 57             | 57                |                | 12            | 14            |              | There has been a slight increase in the number of personal injuries reported within the Service. Personal injuries are investigated to ascertain any developing issues or trends; at the moment none are apparent.  |
| M17072            | % of AIM and debrief (Task and Tactical) reports that were received by the Operations department                          | new measure    | 100            | 100               |                | 100           | 100           |              | This year a new robust process has been instigated following significant incidents where a full debrief is conducted to capture any areas of learning or best practise. The process has been well received and is working well. There have been some learning areas identified and actions have been taken at the appropriate level within the organisation. One issue has been escalated to the Operational Review Group for further consideration; concerning whether a piece of equipment seen at an Over the Border incident would be beneficial for use in Warwickshire. |
| M17073            | % times when standards were met when safety critical equipment reported a missing/ defective/ broken to return to station | new measure    | 100            | 99                |                | 100           | 98            |              | Our Technical support Department play a critical role in the Fire Service by ensuring that fire appliances are equipped with all the necessary, well maintained equipment they need to deal with incidents. The department work to agreed timescales with regard to replacing missing, defective or broken equipment on station. They have achieved their standards 99-100% of the time.  |
| M17074            | % of times when standards were met when non safety critical equipment reported as defective/ broken to return to station  | new measure    | 100            | 100               |                | 100           | 100           |              |   |
| M17075            | Length of time when non safety critical equipment reported as missing to return to station                                | new measure    |                |                   |                |               | 14.5          |              |   |



| F&R: All Measures |  |                |                |                   |                |               |               |              |  |
|-------------------|--|----------------|----------------|-------------------|----------------|---------------|---------------|--------------|--|
| Ref               | Measure  | 2011/12 Actual | 2012/13 Target | Year End Forecast | Year End Alert | Period Target | Period Actual | Period Alert | Progress to date   |
| M17049            | Economic cost of fire (average cost of fire x total number of fires) | 13940394       | 13940394       | 13356935          |                | 3609392       | 3025933       |              | The economic cost of fire has reduced by half a million pounds in the first quarter of the year. This is mainly due to a reduction in the number of small fires and injuries. All other incidents remain at a comparable level with last year.   |
| M17043            | % forecast Year end variance against budget                          | 1%             | 1%             | 0.4%              |                |               |               |              | Please see finance return for full information   |
| M17076            | Progress against WCC efficiency targets                              | NA             | 100            | 100               |                |               |               |              | Please see finance return for full information   |
| M17020            | % satisfaction that the Council is a good employer                   |                | 75             | 70                |                |               |               |              | Satisfaction rates from the annual staff survey will be available in mid September. Initial response rates for the Service are around 49%, which is a huge improvement from the previous survey.   |
| M17077            | Average days lost to sickness per FTE                                | new measure    |                | 8                 |                |               | 2.34          |              | This is a new measure for the Service with all staff included in the total. Levels of sickness are slightly reduced this year compared to the same period last year. Sickness is monitored closely by Occupational Health and staff are supported during periods of sickness so that they are able to return to work as soon as they can. Fire-fighters are able to perform light duty work across the Service rather than being completely operational again. |
| M17030            | % of female fire-fighters by headcount                               | 5.02           | 5.02           | 5.45              |                | 5.26          | 5.45          |              | The % of female fire-fighters continues to improve albeit very gradually, having risen from 5.02% in 2011/12 to 5.41% now.   |
| M17078            | % ethnic employees   | 5.18           | 5.18           | 5.1               |                | 5.56          | 5.01          |              | The 5 of BME employees is lower than for previous years mainly due to a number of support staff transferring from WFRS to Resources Group, in addition there have been some retirements in the uniformed section of the service. The opportunity to increase the numbers of BME employees has been restricted for the past two years while WFRS has only recruited from RDS.   |
| M17079            | % of RDS hours vacant  | new measure    | 5              | 7                 |                | 5             | 8.8           |              | The % of retained duty staff (RDS) hours vacant is a new measure and within the retained section there are 960 vacant hours out of a total of 10,800 total hours within the Service this represents 8.8%. RDS recruitment continues on an annual rolling programme of 3 campaigns per year and applications can be added at any time during the year. 8 applicants are progressing through the process from the last campaign.                                 |
| M17080            | Number of whole-time vacancies (FTE)                                 | new measure    |                | 0                 |                | 0             | 0.5           |              | The last vacancy for whole-time has now been recruited to, so the Service is at full establishment levels for uniformed staff. In addition plans are already in place to fill fire-fighter posts at Alcester in October 2012.  |
| M17081            | % customer satisfaction levels                                       | new measure    |                | 99                |                |               |               |              | This is a new measure and we are still establishing a process to capture the information.  |
| M17082            | % of justified complaints received                                   | new measure    | 32             | 0                 |                | 3             | 0             |              | Within the first quarter there have been 0 complaints made to the Service that have been considered justifiable.   |
| M17083            | Number of compliments received                                       | new measure    | 19             | 30                |                |               | 5             |              | This is a monitoring only measure and therefore no targets have been set.  |

#### 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  |
|-----------------|---|---|----------------|---|
| Fire and Rescue | Consequences of the Atherstone Fire tragedy on WFRS.  | Graeme Smith (Chief Fire Officer)         | 12 (R)         | - Develop and deliver a briefing for Elected Members regarding the Fire Authority Trial.<br>- To review the communications plan with regards to the reputation impacts from the limited guilty plea   |
| Fire and Rescue | Inability of Officers responding under blue light conditions in their own cars to obtain sufficient insurance cover | Jim Onions (Assistant Chief Fire Officer) | 12 (R)         | Warwickshire Fire and Rescue Service is the only blue light service in England that does not provide vehicles for Officers who respond to operational incidents under blue light conditions. For the avoidance of doubt this means that Officers may travel above the speed limit and negotiate through red lights where this safe to |



## Other Services - Virginia Rennie

## 2012/13 Revenue Budget

| Service                                      | Agreed Budget<br>£'000 | Agreed Changes<br>£'000 | Latest Budget<br>£'000 | Forecast Outturn<br>£'000 | Variation Over/<br>(Under)<br>£'000 | Reason for Variation and Management Action |
|--|------------------------|-------------------------|------------------------|---------------------------|-------------------------------------|--|
| Core Grants                                  | (38,868)               | 889                     | (37,979)               | (37,979)                  | 0                                   |  |
| 2012/13 Council Tax Freeze Grant - one off   | (5,859)                |                         | (5,859)                | (5,859)                   | 0                                   |  |
| DSG & YPLA Grants, including school reserves | (315,474)              | 33,751                  | (281,723)              | (281,723)                 | 0                                   |  |
| Individual Schools Budget (ISB)              | 272,025                | (34,264)                | 237,761                | 237,761                   | 0                                   |  |
| Banking & Treasury Management                | 192                    |                         | 192                    | 192                       | 0                                   |  |
| Capacity Building Fund                       | 615                    |                         | 615                    | 615                       | 0                                   |  |
| Capital Financing Charges                    | 40,033                 | (498)                   | 39,535                 | 36,715                    | (2,820)                             |  |
| Interest on Revenue Balances                 | (2,141)                |                         | (2,141)                | (984)                     | 1,157                               |  |
| Strategic Management Team                    | 1,165                  | 19                      | 1,184                  | 1,139                     | (45)                                |  |
| County Coroner                               | 378                    |                         | 378                    | 378                       | 0                                   |  |
| Environment Agency (Flood Defence Levy)      | 210                    |                         | 210                    | 210                       | 0                                   |  |
| External Audit Fees                          | 377                    |                         | 377                    | 217                       | (160)                               |  |
| General Insurances                           | 0                      |                         | 0                      | 0                         | 0                                   |  |
| LPSA Performance Reward Grant                | 0                      | 93                      | 93                     | 93                        | 0                                   |  |
| County Council Elections                     | 110                    |                         | 110                    | 0                         | (110)                               |  |
| LGA Subscription                             | 109                    |                         | 109                    | 109                       | 0                                   |  |
| Members Allowances and Expenses              | 1,016                  |                         | 1,016                  | 1,016                     | 0                                   |  |
| Other Administrative Expenses & Income       | 392                    | 2                       | 394                    | 394                       | 0                                   |  |
| Equal Pay                                    | (620)                  | 0                       | (620)                  | 0                         | 620                                 |  |
| Reorganisation Pensions                      | 53                     |                         | 53                     | 53                        | 0                                   |  |
| Subscriptions                                | 120                    |                         | 120                    | 75                        | (45)                                |  |
| <b>Net Service Spending</b>                  | <b>(46,167)</b>        | <b>(8)</b>              | <b>(46,175)</b>        | <b>(47,578)</b>           | <b>(1,403)</b>                      |  |
|  |                        |                         |                        | DSG                       |                                     |  |
|  |                        |                         |                        | Non DSG                   | (1,403)                             |  |

## 2012/13 Reserves Position

| Reserve  | Opening Balance<br>01.04.12<br>£'000 | Movement<br>in year<br>£'000 | Effect of<br>outturn<br>£'000 | Forecast<br>closing<br>balance<br>£'000 |
|--|--------------------------------------|------------------------------|-------------------------------|---|
| General Reserves   | 15,750                               | 3,043                        | 1,913                         | 20,706                                  |
| Medium Term Contingency  | 0                                    | 12,778                       |                               | 12,778                                  |
| Service Realignment Fund                                       | 8,241                                | 256                          |                               | 8,497                                   |
| Virtual Bank   | 0                                    |                              |                               | 0                                       |
| Capital Fund   | 159                                  |                              |                               | 159                                     |
| Quadrennial elections  | 202                                  |                              | 110                           | 312                                     |
| Capacity Building Fund (former Development/Modernisation Fund) | 333                                  |                              |                               | 333                                     |
| PSA Virtual Bank underspend                                    | 93                                   | (93)                         |                               | 0                                       |
| Equal Pay Back Pay Account                                     | 2,275                                |                              | (620)                         | 1,655                                   |
| NHS Grant  | 854                                  | (854)                        |                               | 0                                       |
| EIG  | 20                                   | (20)                         |                               | 0                                       |
| New Homes Bonus  | 364                                  | (364)                        |                               | 0                                       |
| <b>Total</b>   | <b>28,291</b>                        | <b>14,746</b>                | <b>1,403</b>                  | <b>44,440</b>                           |




**Quarter 1 2012/13 Organisational Health Report: Finance, Performance & Risk (April – June 2012)**

**Corporate Business Plan: Performance Summary**

**1. Background**

- 1.1. The Performance Summary is the means for us to measure our progress against delivering our Aims and Ambitions as articulated in the Corporate Business Plan (CBP) as approved by Cabinet in 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 by each of the ambitions, thus providing Members with a robust view of the progress that the Authority has made over this financial year to date 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 (To be reported from Mid-Year onwards). |  |
|    | Performance has improved relative to targets set   |
|    | Performance has remained relative to targets set   |
|    | Performance has decline 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 as at the end of Qtr 1 (April – June 2012). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.

## 2. Overall Performance Summary for Qtr. 1(April – June) 2012/13

|              |                 |
|--------------|-----------------|
|              | <b>Qtr. 1</b>   |
| <b>Red</b>   | <b>2 (5%)</b>   |
| <b>Amber</b> | <b>5 (14%)</b>  |
| <b>Green</b> | <b>29 (81%)</b> |
| <b>Total</b> | <b>36</b>       |

Overall, for Qtr. 1, we are able to report that 86% of all available performance measures (36 out of 58) within the Corporate Business Plan are forecasting that they are on target to deliver the targets set for 2012/13 (29 out of 36).

As this is the first quarter, we are unable to report overall direction of travel. This will be reported from the Mid-Year position onward.

At the end of Qtr. 1, we are unable to report progress against 18 measures. This includes 11 measures which are collected annually and 7 measures where the data is not currently available. Progress against these measures will be reported on later in the year.

The table below presents Quarter 1 Performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within Section 3 of this report.

|   | <b>Ambition 1:<br/>Community<br/>&amp;<br/>Customers</b> | <b>Ambition 2:<br/>Safety &amp;<br/>Protection</b> | <b>Ambition 3: Care<br/>&amp; Independence</b> | <b>Ambition 4:<br/>Enterprise,<br/>Transport &amp; Tourism</b> | <b>Ambition 5:<br/>Environment &amp;<br/>Housing</b> | <b>Ambition 6:<br/>Schools &amp;<br/>Education</b> | <b>Ambition 7:<br/>Organisation</b> | <b>Total</b>    |
|---|--|--|--|--|--|--|-------------------------------------|-----------------|
| <b>Red</b>                              | <b>1(50%)</b>  | <b>0</b>   | <b>0</b>                                       | <b>1 (14%)</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>                            | <b>2 (5%)</b>   |
| <b>Amber</b>                            | <b>0</b>   | <b>2 (10%)</b>                                     | <b>1 (13%)</b>                                 | <b>0</b>   | <b>1 (50%)</b>                                       | <b>1 (50%)</b>                                     | <b>0</b>                            | <b>5 (14%)</b>  |
| <b>Green</b>                            | <b>1(50%)</b>  | <b>8 (80%)</b>                                     | <b>7 (87%)</b>                                 | <b>6 (86%)</b>   | <b>1 (50%)</b>                                       | <b>1(50%)</b>                                      | <b>5 (100%)</b>                     | <b>29 (81%)</b> |
| <b>Total</b>                            | <b>2</b>   | <b>10</b>  | <b>8</b>                                       | <b>7</b>   | <b>2</b>   | <b>2</b>   | <b>5</b>                            | <b>36</b>       |
| <b>NYA</b>                              | <b>1</b>   | <b>3</b>   | <b>4</b>                                       | <b>1</b>   | <b>1</b>   | <b>3</b>   | <b>5</b>                            | <b>18</b>       |
| <b>Not<br/>collected in<br/>2012/13</b> | <b>2</b>   | <b>0</b>   | <b>1</b>                                       | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>1</b>                            | <b>4</b>        |

|              |          |           |           |          |          |          |           |           |
|--------------|----------|-----------|-----------|----------|----------|----------|-----------|-----------|
| <b>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

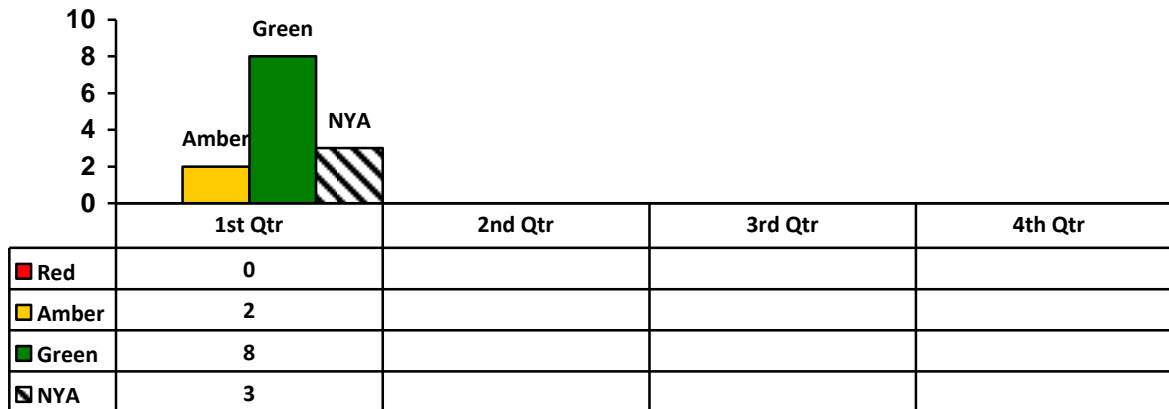
| 1. Community & Customers  |                |                |  |        |        |        |
|---|----------------|----------------|--|--------|--------|--------|
| Outcomes:   |                |                |  |        |        |        |
| <ul style="list-style-type: none"> <li>• Work with partners 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>  |                |                |  |        |        |        |
|   | 2011/12 Actual | Target 2012/13 | Qtr. 1   | Qtr. 2 | Qtr. 3 | Qtr. 4 |
| % 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 |        |        |        |
| Warwickshire's Contribution to Rural Broadband Development:-  |                |                |  |        |        |        |
| Approval of the Local Broadband Plan by BDUK  | New Measures   | Yes            | Yes (G)  |        |        |        |
| Completion of BDUK Procurement Phase by March 2013  |                | Yes            | No (R)   |        |        |        |
| Commentary and Key Actions Taken  |                |                |  |        |        |        |
| Rural Broadband Development   |                |                |  |        |        |        |
| <ul style="list-style-type: none"> <li>• Broadband Delivery UK (BDUK), is a unit within Department Culture, Media and Science, and is responsible for managing the Government's broadband funding, ensuring that the UK has the best superfast broad band network in Europe by 2015, provide superfast broad band to at least 90% of premises in the UK and to provide universal access to standard broadband with a speed of at least 2Mbps.</li> <li>• Each local authority and Devolved Administrations is responsible for Individual projects as set out in <a href="#">BDUK's delivery model</a>. BDUK approved Warwickshire's Local Broadband Plan on the 14th March 2012. Following discussion with BDUK and we are now planning to issue the Invitation To Tender in January 2013 with a view to completing procurement by late April 2013 which is a month later than originally planned.</li> </ul> |                |                |  |        |        |        |

## 2: Safety & Protection

### Outcomes:

- Reduce further the number of people killed or seriously injured on Warwickshire's roads
- Proactively maintain the highways network to a safe standard, working with partners to do so
- Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions
- Focus on tackling high harm causers and re-offenders

- Work with Police to reduce levels of violent crime, especially domestic violence
- Reduce the damaging effects on families and communities caused by drugs misuse
- Work in partnership to reduce the significant consequences of the misuse of alcohol
- Work with partners to reduce instances of anti-social behaviour
- Reduce fire related deaths and injuries as well as reducing the economic cost of fire



### Data Notes

All data presented is based on year-end forecasts unless otherwise stated

\*Change request to the target for Repeat Safeguarding Referrals has been submitted as part of this report.

| Measures   | 2011/12 Actual           | Target 2012/13         | Qtr 1   | Qtr 2 | Qtr 3 | Qtr 4 |
|--|--------------------------|------------------------|---------|-------|-------|-------|
| No. of people killed or seriously injured on our roads                                     | 313(A)                   | 293                    | 313 (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)  |       |       |       |
| Children who are both looked after and subject of a child protection plan                  |                          | 50                     | 50 (G)  |       |       |       |
| Alcohol related admissions for under 18s (rate/100,000)                                    | NYA                      | 62                     | NYA     |       |       |       |
| Number of repeat safeguarding referrals *  | 14.7%                    | 10% improvement        | 14% (G) |       |       |       |
| % of people who use services who feel safe is in top quartile of comparator group          | 68.7%                    | Remain in top quartile | NYA     |       |       |       |



| Measures   | 2011/12 Actual          | Target 2012/13               | Qtr 1           | Qtr 2 | Qtr 3 | Qtr 4 |
|--|-------------------------|------------------------------|-----------------|-------|-------|-------|
| Incidents of serious acquisitive crime per 1,000                     | 12.80(A)                | Reduce 2011/12 actual        | 12.79 (G)       |       |       |       |
| Adult drug users exiting treatment successfully                      | New measure for 2012/13 | 20%                          | NYA             |       |       |       |
| Incidents of all Anti-social behaviour                               | 21725(G)                | Reduce from 2011/12 baseline | 18694 (G)       |       |       |       |
| Incidents of serious violent crime per 1,000                         | 5.38(G)                 | Reduce 2011/12 actual        | 4.54 (G)        |       |       |       |
| No. fire related deaths which were preventable per 100,00 population | 0(G)                    | 0                            | 0 (G)           |       |       |       |
| No. of fire related injuries per 100,000 population                  | 4.00(G)                 | Year on Year Improvement     | 0.18 (G)        |       |       |       |
| The economic cost of fire for Warwickshire                           | £13,940,394             | Year on Year Improvement     | £13,356,935 (G) |       |       |       |

#### Commentary and Key Actions Taken

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

It is too early in the reporting year to determine with any accuracy if the target of 293 people killed or seriously injured on our roads is achievable; therefore, for Quarter 1, we are forecasting that by the year-end, we will maintain the 2011 actual of 313. However, this estimate will be further refined at Quarter 2 as more data becomes available.

##### Reducing Levels of Crime and Anti-social behaviour

Quarter 1 Actual data for the number of incidents of serious acquisitive crime, serious violent crime and anti-social behaviour indicate that we are on target to achieve the year end objectives.

##### Safeguarding Children

The number of children who a subject of a child protection plan is forecast to rise during 2012/13. This rise reflects increasing demand and service pressures. Low or high levels of activity in relation to children who are subject to a child protection plan including those who are looked after, should be considered over a significant period of time (to ensure that the pattern is enduring) and in context alongside other safeguarding indicators

##### Alcohol Related Hospital Admissions

We are unable to provide a forecast for alcohol related hospital admissions as there is a time delay as the data is provided to us by North West Public Health Observatory. Figures for qtrs. 1 – 3 of 2011-12 show a rate of 1,266 admissions per 100,000 residents, a 2% reduction compared to the same period the

previous year. We are on course to achieve our target for 2011-12 to slow the rate of admissions to no more than 1,779 admissions per 100,000 residents.

**Safeguarding: Adult Social Care**

The outturn result for 2011/12 for the number of repeat safeguarding referrals was 14.7%. The target set for 2012/13 is a 10% improvement year on year which is based on the year end result of 13.2%. However, this is a benchmarking year aimed at raising awareness and understanding reasons why repeat referral situations may occur.

The proportion of people who use adult social care services and feel safe was in the top quartile for 2011/12 with an outturn result of 68.7% which is above both the Shire and All England Average. In 2011/12 the top quartile value was 67.8%. The aim is to maintain our top quartile position at point of questionnaire in 2012/13.

**Reducing Fire related deaths and injuries as well as reducing the economic cost of fire**

The economic cost of fire has reduced by half a million pounds in the first quarter of the year. This is mainly due to a reduction in the number of small fires and injuries. All other incidents remain at a comparable level with last year.

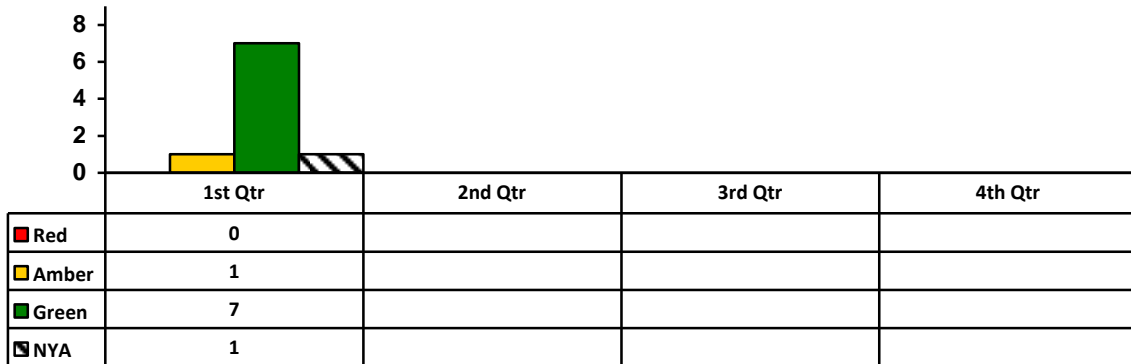
During the first quarter there has only been 1 reported fire related injury within the County. This is an improvement on the same period last year when 3 had been reported up until this point and there have been no reported preventable fire related deaths within the County during 2012

### 3: Care & Independence

**Outcomes:**

- Fulfil our duty of care to older and vulnerable people
- Ensure that all those eligible are offered an adult care personal budget
- Increase the scope of re-ablement services
- Working with partners to improve number of older people living independently in their own homes

- Embrace the Public Health Service within our responsibilities to improve the health of the County's population
- The successful transfer of the Public Health Service to the Local Authority
- Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it.



**Data Notes**

All data presented is based on year-end forecasts unless otherwise stated

\*Change request to the target has been submitted as part of this report.

| Measures  | 2011/12 Actual      | Target 2012/13 | Qtr 1                              | Qtr 2 | Qtr 3 | Qtr. 4 |
|---|---------------------|----------------|------------------------------------|-------|-------|--------|
| The proportion of those using social care who have control over their daily life *                      | 70%(G)              | 72%            | Annual Measures: Available Qtr. 4. |       |       |        |
| The proportion of people who use services & carers who find it easy to find information about support * | 49.6%(A)            | 53%            | Annual Measures: Available Qtr. 4. |       |       |        |
| % of older people (65+) who are still at home after 91 days following discharge from hospital *         | 81.30%(A)           | 85%            | Annual Measures: Available Qtr. 4. |       |       |        |
| Delayed transfers of care between social care and health per 100,000 population                         | 16.0(G)             | 13.0           | 14 (A)                             |       |       |        |
| Admissions to residential care homes per 1,000 population   | 57.37(A)            | 56             | 56 (G)                             |       |       |        |
| % of people using social care who receive self directed support   | 47.5%(G)            | 65%            | 65% (G)                            |       |       |        |
| % of customers not needing on-going social care 91 days after leaving reablement                        | New measure 2012/13 | 63%            | 65% (G)                            |       |       |        |

| Measures  | 2011/12 Actual           | Target 2012/13 | Qtr 1                 | Qtr 2   | Qtr 3 | Qtr. 4 |
|---|--------------------------|----------------|-----------------------|---------|-------|--------|
| % of reablement customers where one or more agreed outcomes are fully met   | New measure for 2012/13  | 80%            | NYA                   |         |       |        |
| Successful establishment & operation of the Health & Wellbeing Board  | New measures for 2012/13 | Yes            | Yes (G)               |         |       |        |
| Establishment of Local Healthwatch Function   |                          | Yes            | Yes (G)               |         |       |        |
| Transfer of Public Health Function  |                          | Yes(G)         | Yes                   | Yes (G) |       |        |
| % Delivery of the County Council's new & continuing duties to improve public health   | New measures for 2012/13 | 100%           | Applicable March 2013 |         |       |        |
| % of WCC services committing to deliver the public health agenda through their service priorities where able to do so   |                          | 100%           | 100% (G)              |         |       |        |
| <b>Commentary and Key Actions Taken</b>   |                          |                |                       |         |       |        |
| <p>The majority of Adult Social Care targets are progressing as anticipated. The delayed transfers of care performance is receiving focused activity across health and social care (the target is required to include health delays), to secure further improvement. The reablement service continues to perform well and it is now anticipated that performance may appear to be 'reduced' against targets, when in actual fact the issue is that a wider range of customers is now being seen, which is more challenging for the service as their needs are more complex.</p> |                          |                |                       |         |       |        |

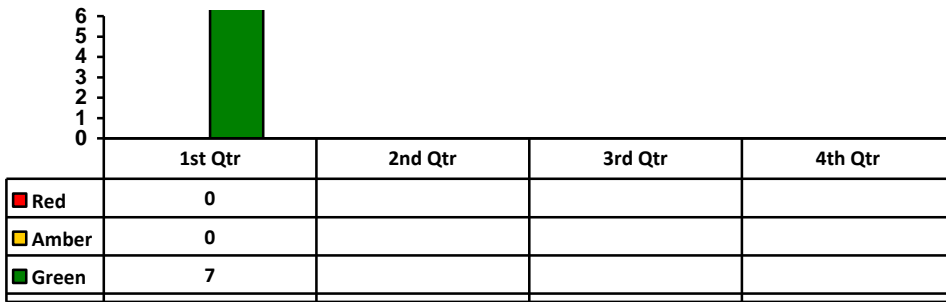


#### 4: Enterprise, Transport & Tourism

##### Outcomes:

- Support economic growth by improving Warwickshire's reputation as a good place to do business
- Improve transport options within Warwickshire
- Increase opportunities for people to improve their work related skills

- Make Warwickshire a place of destination for tourists and visitors and
- Work to reduce harm on Warwickshire's businesses caused by any future approval of High Speed 2.



##### Data Notes

All data presented is based on year-end forecasts unless otherwise stated

| Measures   | 2011/12 Actual | Target 2012/13 | Qtr 1                                     | Qtr 2 | Qtr 3 | Qtr 4 |
|--|----------------|----------------|---|-------|-------|-------|
| The number of individuals undertaking Apprenticeships in the sub-region (LEP)      | 6590(G)        | 5800           | 6370 (G)                                  |       |       |       |
| The number of individuals undertaking Apprenticeships in Warwickshire              |                | 3200           | 3500 (G)                                  |       |       |       |
| The number employed in key target growth sectors of the sub regional economy (LEP) | 139,200(G)     | 143,000        | 143000 (G)                                |       |       |       |
| The number employed in key target growth sectors of the Warwickshire economy       |                | 96,000         | 96000 (G)                                 |       |       |       |
| Businesses reporting skills shortages (LEP)  | 37.60%(A)      | 33%            | 33% (G)                                   |       |       |       |
| WCC cost per passenger journey on WCC supported services                           | £0.82(G)       | £0.78          | £0.78 (G)                                 |       |       |       |
| Length of highway network where surface treatment was achieved (miles)             | 246.85km(G)    | 155.3 m        | 124.76m (R)                               |       |       |       |
| Length of highway network where maintenance is needed*                             | 757.8km        |                | Condition Indicator, for information only |       |       |       |

##### Commentary and Key Actions Taken

###### Apprenticeships

The year-end forecasts are very positive for the number of people undertaking apprenticeships in both Warwickshire and the sub-region with both forecasts being more than 9% ahead of the declared target

###### Highway Maintenance

At the request of Members, the length of highway network where surface treatment was achieved is now being presented as miles rather than kilometres. The target of 249.9kms equals 155.3miles as this is presented in the table above for 2012/13. Due to the very wet weather in the first

quarter, which continued into July, none of the programmed surface dressing work could be undertaken. Surface dressing is normally completed in quarters 1 and 2 because of ambient temperature constraints so extending the programme into quarter 3 is not normally an option. It is forecast that we should be able to complete almost 70% of the programme. The Structural Maintenance programme has not been adversely impacted and all planned works are considered to be achievable.

The 2011/12 result for length of highway network where action is needed has indicated that the rate of deterioration evident in previous years has slowed. The next available result for this measure will be in April 2013.



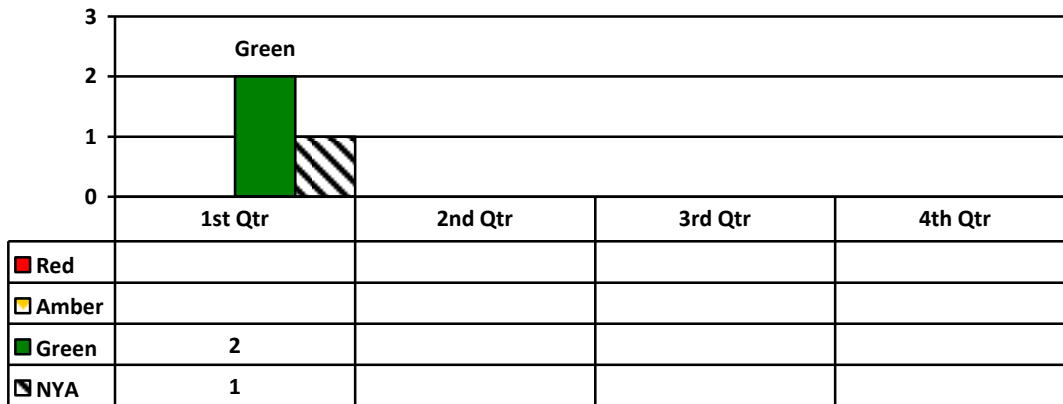
## 5: Environment & Housing

### Outcomes:

- Work with Borough & District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well maintained
- Maintain our natural environment and relevant heritage for future generations
- Reduce Co2 emissions in the public sector and support the community to tackle climate change
- Support the provision of affordable homes and development of 'extra care' housing.

### Data Notes

All data presented is based on year-end forecasts unless otherwise stated



| Measures   | 2011/12 Actual  | 2012/13 Target | Qtr 1     | Qtr 2 | Qtr 3 | Qtr 4 |
|--|-----------------|----------------|-----------|-------|-------|-------|
| Residual household waste per household is minimised  | 531.25(G)       | 485kg          | 494kg (A) |       |       |       |
| The number of corporate projects which deliver Co2 reductions  | To be confirmed | 2.5%           | NYA       |       |       |       |
| 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)   |       |       |       |

### Commentary and Key Actions Taken

#### Household Waste

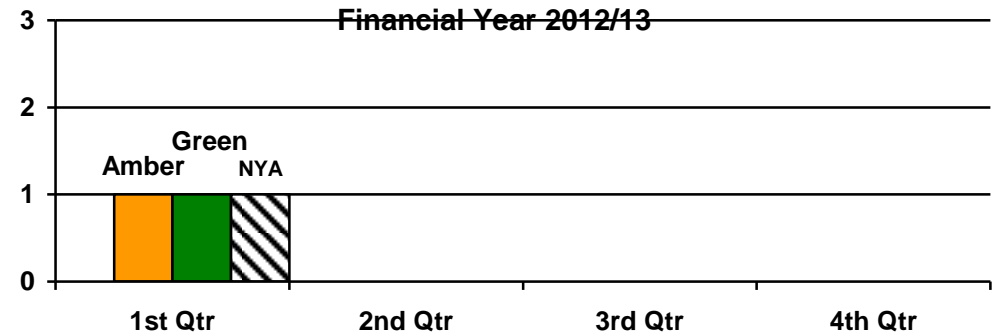
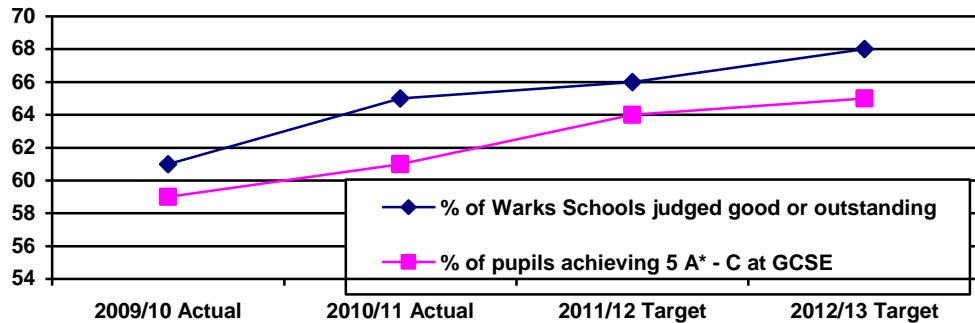
Validated Quarter 1 data will not be available until August / September. Year-end forecasts at this stage are a little pessimistic due to being based on limited data. We have also seen a significant reduction in the tonnages of household waste produced.

**Extra Care Housing:** Extra care housing developments are anticipated to deliver the planned numbers.

## 6: Schools & Education

### Outcomes:

- Support schools and colleges to improve their performance and challenge poor performance and
- Raise the educational aspirations of children and young people and families



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%            | Available<br>Nov 12 | 68%            |
| % of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent | 59%            | 61%(A)         | 64%            |                     | 65%            |

### Warwickshire Schools Judged Good or Outstanding

Academic Results for the year 2011- 12, will not be available until November and will be reported in Quarter 3. It is difficult to give a year end estimate against this measure as the Ofsted framework is about to change; the impact of which is difficult to address.

| Measures ( Financial Year April 2011 – March 2012)                           | 2011/12 Actual | 2012/13 Target | Qtr 1     | Mid Year | Qtr 3 | Qtr 4 |
|--|----------------|----------------|-----------|----------|-------|-------|
| % of 16-18 year olds who are not in education, employment or training (NEET) | 5.2%(G)        | 5.2%           | 4.5% (G)  |          |       |       |
| Prevalence of breast feeding at 6 – 8 weeks from birth                       | 46.5%(G)       | 46.5%          | 45.5% (A) |          |       |       |
| % of children in year 6 who are obese  | 14%(G)         | 14%            | NYA       |          |       |       |

### Commentary and Key Actions Taken

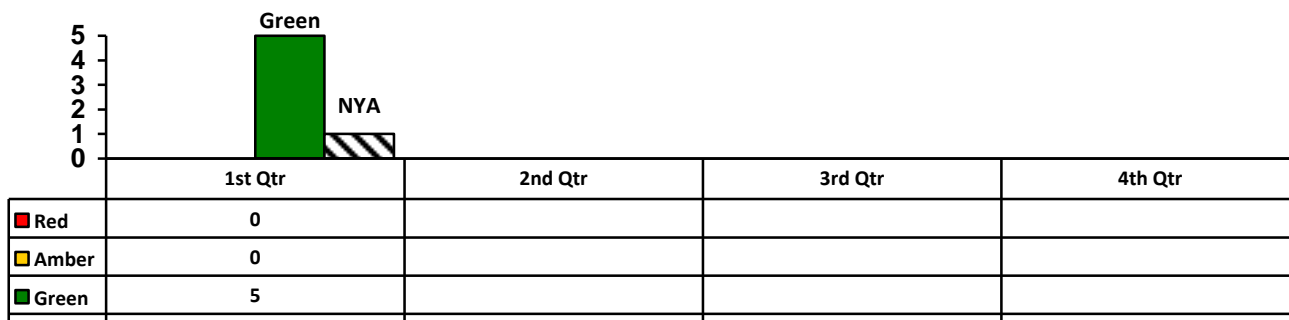
The % of children in Year 6 who are obese is not currently available for reporting at Quarter 1 but an update will be provided in the Mid-Year Report that is to be presented to Cabinet in November.

## 7: Organisation

### Outcomes:

- Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision
- Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need

- Ensure WCC continues to be recognised as a good employer
- Focus and rationalise local council services through One Front Door project and property rationalisation and
- Ensure a light touch management structure that encourages innovations and acts with pace



### Data Notes

1. Baseline to be determined as part of evidence base for each service review. Increase in satisfaction to be determined following completion of service design
2. A mechanism for capturing data on the number of employees with flexible working agreements has been agreed and specified. The HRMS development resources to progress this have not yet been prioritised.

| Measures   | 2011/12 Actual           | 2012/13 Target | Qtr 1  | Qtr 2 | Qtr 3 | Qtr 4 |
|--|--------------------------|----------------|--|-------|-------|-------|
| % Increase in satisfaction with service provision  | New Measures for 2012/13 | See note(1)    |  |       |       |       |
| Number of Service Reviews delivering full business case to schedule                        |                          | 2              | 6 (G)  |       |       |       |
| Complete the JSNA refresh to support commissioning decisions                               |                          | Yes            | Yes (G)  |       |       |       |
| Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire |                          | Yes            | Yes (G)  |       |       |       |
| The annual governance is accepted without qualification by the Council's external auditors | Yes(G)                   | Yes            | Yes (G)  |       |       |       |
| Net variation to budget  |                          | +1/-1%         | NYA  |       |       |       |
| % of our retained operational property portfolio having optimum utilisation                | 83%(G)                   | 90%            | 90% (G)  |       |       |       |
| % staff who are flexible workers   |                          | See note (2)   |  |       |       |       |
| % satisfaction that the Council is a good employer   | No survey undertaken     | 77%            | Not Yet Available - Annual Staff Survey Results Due Qtr. 2 |       |       |       |
| % of staff satisfied with the training & development they receive in their current job     | New measure for          | 70%            |  |       |       |       |
| % of staff who believe the County Council is an equal opportunities employer               |                          | 88%            |  |       |       |       |

|   |         |  |  |
|---|---------|--|--|
|   | 2012/13 |  |  |
| <b>Commentary and Key Actions Taken</b>   |         |  |  |
| <b>Annual Governance</b>  |         |  |  |
| We have been given a clean opinion on our Annual Governance Statements by our external auditors.  |         |  |  |
| <b>Staff Survey</b>   |         |  |  |
| The Annual staff survey was undertaken in June 2012, a summary of the results will be reported to Cabinet in November as part of the Mid-Year Performance Report. |         |  |  |

Change Request Form for Targets and Measures in the Corporate Business Plan 2012/13

Changes Requested

| Ambition               | Measure   | 2011/12 Year End Actual | 2012/13 Current target | 2012/13 Proposed target | Rationale for change   | Cabinet Date change requested   | Change proposed by                    |
|------------------------|---|-------------------------|------------------------|-------------------------|--|---------------------------------|---------------------------------------|
| 2. Safety & Protection | Number of repeat safeguarding referrals   | 14.7%                   | 10% improvement        | 13.2%                   | 10% improvement on the Year End Actual outturn for 2011/12 of 14.7% equates to a numerical target of 13.2% for 2012/13   | 13 <sup>th</sup> September 2012 | Jenny Wood, Head of Adult Social Care |
| 3. Care & Independence | The proportion of those using social care who have control over their daily life                      | 73.7%                   | 72%                    | 75%                     | The target for this indicator was set before the 2011-12 results were available (the indicator is measured through the annual Adult Social Care and results are available in May). The outturn for 2011-12 (73.7%) is higher than the target set for 2012-13 (70%); therefore new targets of 75% for 2012-13 and 76.5% for 2013-14 have been agreed. | 13 <sup>th</sup> September 2012 | Jenny Wood, Head of Adult Social Care |
|                        | The proportion of people who use services & carers who find it easy to find information about support | 77.4%                   | 53%                    | 79%                     | 2011-12 was the first year this indicator was formally measured, as part of this the definition was refined. Previous definitions included people who said they had not attempted to find information about support, the new definition excludes these people.   | 13 <sup>th</sup> September 2012 | Jenny Wood, Head of Adult Social Care |

## Corporate Business Plan 2012/13

| Ambition | Measure  | 2011/12<br>Year End<br>Actual | 2012/13<br>Current<br>target | 2012/13<br>Proposed<br>target | Rationale for change  | Cabinet Date<br>change<br>requested   | Change<br>proposed by                       |
|----------|--|-------------------------------|------------------------------|-------------------------------|---|---------------------------------------|---|
|          |  |                               |                              |                               | The 2012-13 target set against the old definition was 50%, using the new definition the 2011-12 outturn is 77.4%. The new targets set are as follows: 2012-13: 79%, 2013-14: 81%  |                                       |   |
|          | % of older people (65+) who are still at home after 91 days following discharge from hospital<br><i>(The definition for this indicator has changed as part of the introduction of the Adult Social Care Outcome Framework)</i> | 81.3%                         | 85%                          | 4.3%                          | <p>The definition for this indicator has changed as part of the introduction of the Adult Social Care Outcome Framework. Previously the indicator measured the percentage of older people who have had reablement or rehabilitation after a spell in hospital who were living at home 91 days after their discharge from hospital.</p> <p>The new definition measures the number of older people who have had reablement or rehabilitation after a spell in hospital who were living at home 91 days after their discharge from hospital as a percentage of all hospital discharges for older people in that period</p> <p>The target set for 2012-13</p> | 13 <sup>th</sup><br>September<br>2012 | Jenny Wood,<br>Head of Adult<br>Social Care |

## Corporate Business Plan 2012/13

| Ambition | Measure | 2011/12<br>Year End<br>Actual | 2012/13<br>Current<br>target | 2012/13<br>Proposed<br>target | Rationale for change   | Cabinet Date<br>change<br>requested | Change<br>proposed by |
|----------|---------|-------------------------------|------------------------------|-------------------------------|--|-------------------------------------|-----------------------|
|          |         |                               |                              |                               | against the old definition is 87%, the 2011-12 outturn against the new definition is 4.1%. The new agreed targets are: 2012-13: 4.3%, 2013-14: 4.5%. |                                     |                       |



Quarter 1 2012/13 Organisational Health Report: Finance, Performance & Risk (April – June 2012)

Going for Growth Performance Reporting Quarter 1 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 this year with People Group being responsible for one and Communities responsible for five of the agreed measures.

Progress to date for each of these measures is reported below.

| Measure  | Target  | Progress to Date   | Group Responsible  |
|--|---|--|--------------------|
| 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>3200 residents of Warwickshire starting an Apprenticeship programme in the year (note: revised target to align with Corporate Plan)</li> </ul> | <ul style="list-style-type: none"> <li>Currently within WCC the process of recruiting 15 apprenticeships is underway                             <ul style="list-style-type: none"> <li>3 ICT Service Desk</li> <li>3 Business Administrators</li> <li>1 Receptionist/ Business Administrator</li> <li>2 Business Administrators / Engineers</li> <li>1 Waste Management Technician</li> <li>1 Forester</li> <li>4 Mechanical Engineers (CFM)</li> </ul> </li> <li>Outside WCC provisional figures suggest 3,500 new starts this year. Data will be confirmed in Oct/Nov.</li> <li>As part of the Going for Growth initiative to visit our key businesses, using the opportunity to promote Apprenticeships and see how WCC can support this. Has led</li> </ul> | <b>Communities</b> |

## Going for Growth: The County Council's Role on the Road to 2020

| Measure   | Target   | Progress to Date   | Group Responsible  |
|---|--|--|--------------------|
|   |  | to the development of a new section of our recruitment website on Apprenticeships, where we can provide links to and promote external (and internal) apprenticeship opportunities.   |                    |
| 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 March 2013 target is an achievable but challenging deadline which may slip due to the Governments electrification proposals.</li> <li>• European Regional Development Funding approved November 2011</li> <li>• Funding approval received from the Department for Transport for £9.75m in Dec 2011.</li> <li>• Detailed design complete for new stations (Coventry Arena and Bermuda Park).</li> <li>• Planning Applications for Coventry Arena and Bermuda Park stations have been submitted.</li> <li>• Discussions being held with rail industry to agree the improved train service.</li> <li>• Partners continuing to develop the scheme towards financial close.</li> </ul> | <b>Communities</b> |
| 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</li> </ul> | <ul style="list-style-type: none"> <li>• Announcement delayed until March 2013.</li> <li>• Advised of low chance of receiving Pinch Point funding.</li> <li>• Alternatives to Pinch Point funding are being explored. A bid for £3M will be submitted to the 2013-14 County Council budget round. If successful this funding will be used to invite match funding from other sources such as Regional Growth Fund, Jaguar/Land Rover and the Highways Agency.</li> </ul>   | <b>Communities</b> |

## Going for Growth: The County Council's Role on the Road to 2020

| Measure   | Target  | Progress to Date  | Group Responsible  |
|---|---|---|--------------------|
|   | funding streams during 2012/13. (If unsuccessful – work starts 2014, end by March 31 <sup>st</sup> 2015)  |   |                    |
| Working closely with Coventry and developers to unlock thousands of jobs at the Coventry Gateway site near Baginton | <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, construction of first buildings April 2013.</li> </ul>                       | <ul style="list-style-type: none"> <li>• The planning application has been delayed slightly and it is expected that the application will now be made in August.</li> <li>• We are seeking to add a clause to the Unilateral undertaking for the site.               <ul style="list-style-type: none"> <li>a) Provide training and development opportunities, including apprenticeships, for the local labour force during the construction period of the development;</li> <li>b) Encourage the use of the local supply chain ie open day events for local suppliers to meet the developers.</li> <li>c) To make available any new jobs and apprenticeships arising from the construction phase and the end users to the local labour force.</li> </ul> </li> </ul> <p>The principle and implementation of the Unilateral undertaking will then be discussed with the developers, Roxhill.</p> | <b>Communities</b> |
| 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> | <ul style="list-style-type: none"> <li>• As a result of the delay in the UK Government gaining state-aid approval for the scheme, the project is subject to a delay of 4 to 5 months against the original plan. BDUK (Broadband delivery UK) expect the state aid approval scheme to be in place September/ October 2012.</li> <li>• Now expect to go out to procurement using the BDUK framework in January 2013, and award contract in April 2013.</li> </ul>   | <b>Communities</b> |
| No of Looked After Children   | 90%   | Warwickshire has recently been successful in gaining the From   | <b>People</b>      |

## Going for Growth: The County Council's Role on the Road to 2020

| Measure   | Target | Progress to Date   | Group Responsible |
|---|--------|--|-------------------|
| <p>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<br/>(Care2Work plan)</p> |        | <p>Care2Work Quality Mark Award. From Care2Work 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.</p> <p>We have launched "Information Playing Cards" for older looked after children. These were designed with care leavers to provide info via scanned barcodes to websites re improving employability, active citizenship and support to overcome obstacles to achievement.</p> <p>The manager of the leaving care is working with Nick Gower-Johnson prioritise/promote individualised support for employability work with care leavers (18-21yrs) from the DWP Troubled Families initiative funds. Already starting with Nuneaton Bedworth district and then cascading across county. So complementing our core work with new initiatives.</p> |                   |