

## Cabinet

14 June 2012

### Year End 2011/12 Organisational Health Report: Finance, Performance & Risk (April – March 2012)

Note for this Report Only – The appendices referred to have been published electronically. Paper copies have been produced and are available for viewing in Group rooms

#### Recommendations

It is recommended that Cabinet:

- I. Review and comment on the 2011/12 performance against targets set. (Appendix T)
- II. Review and comment on the 2011/12 revenue outturn position, the year end performance against the 2011/12 savings plan and the revised capital payments totals detailed in Appendices A to S the level of reserves held by the authority.
- III. Approve the carry forward of £15.120 million service savings to support the 2012/13 budget as outlined in paragraph 5.3.
- IV. Approve the use of £0.433 million of general reserves to cover the Fire and Rescue service overspend on the costs of the Atherstone on Stour incident.
- V. Support the approach to the financing of the 2011/12 capital programme as detailed in Table 6.
- VI. Note the projection of estimated capital spending for future years resulting from the 2011/12 outturn.
- VII. Note the management of significant risks as outlined in Section 7.

#### 1.0 Key Issues

- 1.1 This report provides Members with a joint picture of how the organisation has performed in 2011/12 in terms of: delivering on our key performance measures, the financial management of our resources (including the capital programme and savings plans) and managing and responding to significant risks (i.e. corporate strategic and net red business unit risks).

- 1.2 Overall the report presents a positive picture. We are on track to deliver on the Aims and Ambitions as set out in the Corporate Business Plan. The 2011/12 savings target has been delivered as well as early inroads being made into the 2012/13 savings target. The revenue outturn position for the authority (where we have direct control over the use and allocation of resources) is an underspend of £18.887 million, reflecting a cautious approach towards spend from Business Units during a time when the level of future resources is so uncertain. This reflects a significant achievement in delivering challenging savings targets whilst maintaining high performance standards.
- 1.3 This has meant the authority has a prudent reserves position at the end of 2011/12. To continue the pace of change across the authority services are requesting to use £13.451 million of their reserves to support their savings and transformation plans in 2012/13. A review of all remaining reserves has been undertaken to make sure we are only holding reserves to cover identifiable financial risks. As a result of this review £3.475 million has been identified as available to support one-off spending priorities. However, until the impact of the Local Government Resource Review on the authority's finances becomes clearer, the advice from the Head of Finance is that this resource should not be allocated at this stage. There is still a great deal of uncertainty relating to the national Local Government Resources Review, especially around changes to council tax support and local business rates retention, so it would not be sensible to commit these one-off monies until the impact of a series of proposed national changes is better understood.
- 1.4 £6.229 million of the forecast capital spend at Quarter 3 has slipped into future years. This slippage, alongside the removal of ring-fencing conditions from government grants has meant we have been able to avoid using any borrowing to finance capital spend in 2011/12, instead deferring the need to take out additional borrowing into future years.
- 1.5 Based on the information at the end of 2011/12 we remain on target to deliver the Medium Term Financial Plan (MTFP) and Corporate Business Plan. However, the positive financial outturn position does not mean there is scope to divert focus away from the delivery of the MTFP. It does not change the underlying position that the MTFP only remains balanced with the use of £11 million from the medium term contingency fund in 2014/15. Beyond 2014/15 we are still looking towards needing a new savings plan of potentially the same magnitude as that currently being delivered.
- 1.6 This, and a more up-to-date assessment of the likely impact of the Local Government Resource Review, will be the subject of a more detailed resource forecast in a report on the 2013/14 Service and Financial Planning process to Cabinet in July.

## 2.0 Performance – High Level Summary

- 2.1 The 2011/12 Performance Summary (**Appendix T**) provides Members with a summary of progress against the delivery of our Corporate Ambitions. The

Performance appendix also contains links to further supporting information in each of the Business Unit Plans.

2.2 The Aims and Ambitions are supported by a set of 46 strategic measures which collectively provide Members with a robust view of the progress that the Authority has made over this financial year in working towards delivering the Corporate Aims and Ambitions. All of the 46 measures are contained within the relevant Business Unit Plans.

### 2.3 2011 /12 Performance Highlights

Overall, at the end of 2011/12, we are on track to deliver on the Aims and Ambitions as set out in the Corporate Business Plan. 68% of all available performance measures (26 out of 38 available) are reporting that at the end of March 2012 they will have achieved the stated level of performance. Therefore, our overall direction of travel has improved relative to the targets at the start of the year.

2.4 There are 2 performance measures that are being reported to have missed their targets set and are outside the tolerances set.

### 2.5 Ambition 1: Community & Customers

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid-Year	0	1 (33%)	2 (67%)	3	3	 Green
Qtr. 3	0	1 (33%)	2 (67%)	3	3	
Year End	0	1 (33%)	2 (67%)	3	3	

*\* supporting information for the NYA indicators is found within the Performance appendix*

Performance for this Ambition has improved during 2011/12. Results for this Ambition are based on the Citizens Panel Wave that was carried out in September 2011 and further details are available in Appendix T.

### 2.6 Ambition 2: Safety & Protection

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	1 (10%)	4 (40%)	5 (50%)	10	0	Green 
Qtr 3	1 (10%)	5 (50%)	4 (40%)	10	0	Amber 
Year End	0	4 (44%)	5 (56%)	9	1	Amber 

Overall, performance for this Ambition has fallen over the last 12 months and the direction of travel is Amber indicating – below target but within tolerance. We are currently unable to provide a year end result for the % of de registrations of children who have had a child protection plan for more than 2 years.

## 2.7 Ambition 3: Care & Independence

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	0	9 (100%)	9	0	Green 
Qtr 3	0	0	9 (100%)	9	0	Green 
Year End	0	3 (33%)	6 (67%)	9	0	Green 

Overall, we have delivered against the targets set for this Ambition and we have made positive progress in delivering the outcomes in the Corporate Business Plan. However, year-end results for 3 measures saw their overall performance drop below the target set but remain within tolerance and these are: delayed transfers of care, the % of older people (65+) who are still at home after 91 days following discharge from hospital and admissions to residential care homes per 100,000 population.

## 2.8 Ambition 4: Enterprise, Transport & Tourism

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	2 (33%)	4 (67%)	6	0	Green 
Qtr 3	0	1 (17%)	5 (83%)	6	0	Green 
Year End	1(17%)	1 (17%)	4 (66%)	6	0	Green 

Overall, performance for this Ambition has been on target throughout 2011/12 and the slight fall in the overall direction of direction of travel for the year is as a result of the red alert for one measure – bus services cost per head of population in the country.

## 2.9 Ambition 5: Environment & Housing

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	0	0	3 (100%)	3	0	Green 
Qtr 3	0	0	3 (100%)	3	0	Green 
Year End	0	0	2 (100%)	2	1	Green 

At the end of 2011/12, we have delivered against all the targets set for this ambition. We are reporting an increase in performance with regards to household waste being minimised and an increase in the number of extra care units provided. We are still awaiting the result of the number of corporate projects which deliver Co2 reductions.

## 2.10 Ambition 6: Schools & Education

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	1 (25%)	1 (25%)	2 (50%)	4	1	Amber 
Qtr 3	1 (20%)	1 (20%)	3 (60%)	5	0	Amber 
Year End	0	1 (20%)	4 (80%)	5	0	Green 

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

## 2.11 Ambition 7: Organisation

	Red	Amber	Green	Total	NYA	Direction of Travel
Mid Year	2 (40%)	0	3 (60%)	5	2	Green 
Qtr 3	2 (40%)	0	3 (60%)	5	2	Green 
Year End	1 (25%)	0	3 (75%)	4	3	Green 

Overall, performance for this Ambition has remained on track during 2011/12, and for the majority of measures we have been able to meet or exceed the targets set. At the year end, we are reporting an increase in the % of our retained operational property portfolio having optimum utilisation and this is well above the target set. This increase in performance is reflected in our overall direction of travel for this ambition.

However, it has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently and therefore, is red for 2011/12 and this is reflected in the above table.

## 3.0 Finance – High Level Summary

3.1 Table 1 provides a one page summary of the financial performance of each service compared to the approved budget. At the end of 2011/12 the revenue outturn position for the authority is an underspend of £21.800 million. £3.683 million of the underspend is a timing issue in respect of Government Grants received in 2011/12 for spending that will be incurred in 2012/13. It also includes an overspend across all Dedicated Schools Grant (DSG) funded services of £0.770 million. This overspend will be met from schools reserves and will not impact on the level of corporate resources.

- 3.2 This means the outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £18.887 million. Any underspends by services form a contribution to their reserves. This money is then available to support spending in future years and to fund the consequences of any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 4.
- 3.3 A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, is shown in **Appendices A to S**. For the first time these appendices are accompanied by a narrative from each Head of Service that provides a summary of the performance of their Business Unit during 2011/12. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

<b>Table 1: Summary of 2011/12 Financial Performance as at 31/03/2012</b>					
Col (1)	Col (2)	Col (3)	Col (4)	Col 5	
App.	Group/ Service	Revenue (Under)/ Over Spend  £'000	Savings (Above)/ Below Target  £'000	Capital Programme	
				2011/12 (Under)/ Over Spend £'000	Variation to total capital budget £'000
	<b>People Group</b>				
A	Safeguarding*	334	121	10	0
B	Social Care and Support	(3,384)	228	(57)	100
C	Business Manager*	(1,952)	(443)	(3,389)	(99)
D	Strategic Commissioning*	(1,288)	(130)	0	0
E	Early Intervention*	(3,225)	(1,060)	(186)	(308)
F	Learning and Achievement*	1,516	292	(832)	2,874
	<b>Resources Group</b>				
G	Customer Service	(240)	36	(149)	19
H	Finance	(104)	0	0	0
I	Human Resources & Organisation Development	(304)	0	0	0
J	Information Assets	(541)	0	(3)	60
K	Law and Governance	(120)	(40)	0	0
L	Physical Assets	(1,717)	0	(2,158)	(20)
M	Service Improvement and Change Management	(490)	(26)	0	0
	<b>Communities Group</b>				
N	Sustainable Communities	(3,175)	(184)	(326)	360
O	Localities and Community Safety	(1,871)	(51)	31	32
P	Transport and Highways	(2,008)	(158)	1,200	4127
Q	Public Health	11	0	0	0
R	<b>Fire and Rescue</b>	(1,668)	0	(375)	0
S	<b>Other Services*</b>	(1,574)	0	0	0
	<b>Total</b>	<b>(21,800)</b>	<b>(1,415)</b>	<b>(6,231)</b>	<b>7,145</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),

- 3.4 The 2011/12 Budget included a savings target of £21.911 million for 2011/12 and savings of £23.326 million were delivered during the financial year. Overall, therefore, there is a £1.415 million over achievement in the delivery of the savings plan in 2011/12. This is not additional savings, but rather some elements of the 2012/13 savings plan being delivered ahead of schedule.
- 3.5 In the Q3 capital programme approved by Cabinet in January, the approved estimated value of capital payments due in 2011/12 was £73.129 million. The actual total 2011/12 capital payment is £66.900 million. This £6.231 million reduction is primarily a result of the re-phasing of project spend from 2011/12 into later years. The key messages in relation to the capital budget and its financing are highlighted in Section 6.

#### **4.0 Revenue Spending – 2011/12 Outturn**

- 4.1 During the 2011/12 there has been significant movement of budgets between Business Units as the new organisational structure bedded down. Whilst the majority of these movements had been resolved by Q3 there were further changes, as the People Group became fully established and further coordination of support functions took place across the authority. In addition Business Units have made accelerated repayments of their Virtual Bank loans, totalling £0.298 million. As a result the current budget is £0.298 million lower than the budget resulting from the approval of the Q3 report. These changes are shown in Table 2 below in the 'Agreed Variations' column.

Table 2: 2011/12 Revenue Budget – Summary of Agreed and Projected Changes						
App.	Group/ Service	Budget after Q3 report £'000	Agreed Variations £'000	Revised Budget £'000	Variation	
					£'000	%
	<b>People Group</b>					
A	Safeguarding	33,809	(518)	33,291	334	1.0
B	Social Care and Support	88,683	1,068	89,751	(3,384)	-3.8
C	Business Manager	22,310	835	23,145	(1,952)	-8.4
D	Strategic Commissioning	16,509	13	16,522	(1,288)	-7.8
E	Early Intervention	21,253	(58)	21,195	(3,225)	-15.2
F	Learning and Achievement	66,863	(598)	66,265	1,516	2.3
	<b>Resources Group</b>					
G	Customer Service	9,286	72	9,358	(240)	-2.6
H	Finance	6,053	(101)	5,952	(104)	-1.7
I	Human Resources & Organisational Development	4,658	(183)	4,475	(304)	-6.8
J	Information Assets	6,642	(16)	6,626	(541)	-8.2
K	Law and Governance	1,385	(151)	1,234	(120)	-9.7
L	Physical Assets	16,195	(1,317)	14,878	(1,717)	-11.5
M	Service Improvement and Change Management	2,000	419	2,419	(490)	-20.3
	<b>Communities Group</b>					
N	Sustainable Communities	21,130	312	21,442	(3,175)	-14.8
O	Localities and Community Safety	11,219	444	11,663	(1,871)	-16.0
P	Transport and Highways	27,738	174	27,912	(2,008)	-7.2
Q	Public Health	134	0	134	11	8.2
R	<b>Fire and Rescue</b>	19,850	(363)	19,487	(1,668)	-8.6
S	<b>Other Services</b>	(42,615)	(329)	(42,944)	(1,574)	-3.7
	<b>Total</b>	<b>333,102</b>	<b>(298)</b>	<b>332,804</b>	<b>(21,800)</b>	<b>-6.6</b>

Note: There may be rounding differences

#### 4.2 The most significant areas of underspend are in relation to:

- ❖ **Social Care and Support** – This underspend is due primarily to a number of vacancies in the service, turnover of staff and difficulties in recruitment. There were also a number of savings delivered early as well, as savings over and above what was in the main savings plans. There has also been a general culture of austerity, a tighter application of FACS criteria, and reablement mitigating some of the demographic pressures.
- ❖ **Business Manager** – Savings have been achieved earlier and over and above the 2011/12 savings plan. There were also delays in agreeing the learning and development programme, reduced team infrastructure costs and slippage in financial services transformation which meant the contingencies were not utilised.
- ❖ **Early Intervention** – The Universal Youth Service closure was achieved eighteen months earlier than the original plan which, along with

reductions in staff, means savings have been achieved earlier than anticipated.

- ❖ **Information Assets** – The underspend is mainly due to vacancies and delays in recruitment and development projects.
- ❖ **Physical Assets** - £0.588 million of the funding provided to meet expected Carbon Reduction Commitment costs was not needed, therefore it has been returned to corporate resources. Increased trading days for the catering service has led to a surplus which will be used to cover the expected shortfall from fewer trading days in 2012/13.
- ❖ **Sustainable Communities** – Of the total underspend £0.946 million relates to the Growing Places evergreen investment fund of the LEP, for which the County Council is the accountable body. This is not our money and therefore needs to be carried forward. Also the dry weather during the last quarter reduced the amount of green waste going into the waste stream, with consequent reductions in cost.
- ❖ **Localities and Community Safety** – Approximately half of the underspend was due to Family Intervention Grant, which needs to be carried forward into 2012/13 the remainder was through a more cautious approach to spending.
- ❖ **Transport and Highways** – The underspend has been achieved as a result of additional income from Speed Awareness Workshops, the Road Safety Unit and Design Services. There was also a planned underspend on concessionary travel to fund expected spending in 2012/13.

## 5.0 Reserves

5.1 Warwickshire County Council holds financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need.

### 5.2 Level of Reserves as at 31 March 2012

Section 4 outlined the spending against budget for each Business Unit. Any under or over spend at the end of the year falls into either corporate or business unit reserves. At the start 2011/12 the authority held reserves of £70.670 million. With the approved in-year use of reserves and the effect of outturn the level of reserves at the end of the year have increased to £96.677 million. Table 3 shows the level of reserves held by the authority as at 31 March 2012 and how this has changed from the start of the 2011/12 financial year.

Only one service is requesting any use of General Reserves to fund an overspend in 2011/12. This is the Fire and Rescue Service. They are requesting £0.433 million of corporate resources to fund the costs incurred in 2011/12 as a result of the Atherstone on Stour incident and the subsequent legal proceedings. Once the services earmarked reserves for the replacement fire control system and to meet forecast Fire Pension liabilities, the service does

not have sufficient service reserves to fund this cost. This is consistent with how the costs of the Atherstone on Stour incident have been funded in previous years.

<b>Table 3: WCC Reserves</b>				
<b>Reserve</b>	<b>Opening Balance 01/04/2011 £'000</b>	<b>Approved In year changes £'000</b>	<b>Effect of Outturn £'000</b>	<b>Balance As at 31/03/2012 £'000</b>
<b>Corporate Held Reserves</b>				
General Reserves	12,466	252	2,961	15,679
Service Realignment Fund	5,398	2,842	-	8,241
Virtual Bank	(573)	573	-	0
Capital Fund	181	(113)	92	159
Insurance	10,977	0	(3,008)	7,969
Schools	27,573	0	(770)	26,803
<b>Group Reserves</b>				
People	2,639	0	0	2,639
Communities	696	(580)	0	116
Resources	1,175	0	0	1,175
<b>Business Unit Reserves</b>				
Safeguarding	0	0	(392)	(392)
Social Care and Support	421	3,873	3,384	7,677
Business Manager	(93)	93	1,988	1,988
Strategic Commissioning	0	0	1,112	1,112
Early Intervention	0	0	3,384	3,384
Learning and Achievement	0	0	676	676
Customer Service	0	0	240	240
Finance	0	0	104	104
Human Resources	0	0	304	304
Information Assets	784	0	541	1,325
Law and Governance	0	0	120	120
Physical Assets	278	(11)	1,129	1,396
Service Improvement and Change Mgmt	0	0	490	490
Sustainable Communities	650	(350)	3,174	3,474
Localities and Community Safety	602	(98)	1,871	2,375
Transport and Highways	1,989	(772)	2,008	3,225
Public Health	0	0	(12)	(12)
Fire	893	(365)	1,668	2,196
Other Services	4,614	(1,137)	735	4,212
<b>Total Reserves</b>	<b>70,670</b>	<b>4,207</b>	<b>21,800</b>	<b>96,677</b>

### 5.3 Use of Reserves to support 2012/13 activity

Table 3 shows the 'pure' impact of outturn upon the reserves held by the County Council. Business Units are requesting approval to use £15.120 million of these reserves to support services in 2012/13. These carry forward requests are listed in Table 4. Further details on Services' rationale behind these carry forward requests can be found in **Appendix U**.

<b>Table 4: List of carry forward requests</b>	
	<b>£'000</b>
<b>People Group</b>	
Safeguarding	538
Social Care and Support Services	-
Business Manager	-
Strategic Commissioning	343
Early Intervention and Family Support	1,222
Learning and Achievement	1,131
<b>Resources Group</b>	
Resources Group Reserves	1,576
Customer Service	170
Finance	92
Human Resources & Organisational Development	144
Information Assets	304
Law and Governance	34
Physical Assets	503
Service Improvement and Change Management	50
<b>Communities Group</b>	
Sustainable Communities	2,491
Localities and Community Safety	1,737
Transport and Highways	1,527
Public Health	58
<b>Fire and Rescue</b>	1,869
<b>Other Services</b>	1,331
<b>Total Carry Forwards</b>	<b>15,120</b>

#### 5.4 Impact of the Reserves Review

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

As part of this review Groups have recognised that they have sufficient reserves to cover the risks they face and have identified £3.475 million of spare resources to be transferred to corporate reserves. These will form part of general reserves for 2012/13.

Assuming all carry forwards and use of reserves are approved and including the movements in reserves approved as part of the 2012/13 Budget set by Council in February 2012, the level of reserves held by the authority at the end of 2012/13 is estimated to be £96.980 million. Table 5 shows the breakdown of this £96.980 million. The figures do not take into account any forecast of over/underspending in 2012/13.

Of these reserves £43.822 million are earmarked for specific purposes, either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £53.158 million to support services and to provide cover for financial risks facing the authority at both service and corporate level.

<b>Table 5: Forecast Reserves as at 31 March 2013</b>							
Reserve	Balance 31/03/12 After outturn £'000	Transfers between reserves £'000	Carry Forwards £'000	Transfers Into General Reserves £'000	2012/13 Budget £'000	Final Balance 31/03/13 £'000	Amount Ear- Marked £'000
<b>Corporate Reserves</b>							
General Reserves	15,679	72	-	3,043	-	18,794	0
Medium Term Contingency	-	-	-	-	12,778	12,778	0
Service Realignment Fund	8,241	-	-	-	256	8,496	8,496
Virtual Bank	0	-	-	-	-	0	0
Capital Fund	159	-	-	-	-	159	159
Insurance	7,969	-	-	-	-	7,969	7,969
Schools	26,803	-	-	-	-	26,803	26,803
<b>Group Reserves</b>							
People	2,639	(2,639)	-	-	-	0	0
Communities	116	(16)	-	(85)	-	15	0
Resources	1,175	1,569	(1,576)	(750)	-	418	0
<b>Business Unit Reserves</b>							
Safeguarding	(392)	2,970	(538)	(600)	-	1,440	0
Social Care and Support	7,677	1,743	-	(1,401)	2,397	10,416	0
Business Manager	1,988	(688)	-	-	-	1,300	0
Strategic Commissioning	1,112	-	(343)	-	-	769	0
Early Intervention	3,384	(2,037)	(1,222)	-	-	125	0
Learning and Achievement	676	651	(1,131)	-	-	196	0
Customer Service	240	(70)	(170)	-	-	0	0
Finance	104	(11)	(93)	-	-	0	0
Human Resources	304	(160)	(144)	-	-	0	0
Information Assets	1,325	(225)	(304)	-	-	796	625
Law and Governance	120	(85)	(34)	-	-	0	0
Physical Assets	1,396	(578)	(503)	-	-	314	314
Service Imp. & Change Mgmt	490	(440)	(50)	-	-	0	0
Sustainable Communities	3,474	-	(2,491)	(582)	-	400	0
Localities & Community Safety	2,375	(70)	(1,737)	(58)	-	510	490
Transport and Highways	3,225	16	(1,527)	-	-	1,713	1,495
Public Health	(12)	70	(58)	-	-	-	0
Fire	2,196	-	(1,870)	433	-	760	760
Other Services	4,212	(72)	(1,331)	-	-	2,809	0
<b>Total Reserves</b>	<b>96,677</b>	<b>0</b>	<b>(15,120)</b>	<b>0</b>	<b>15,430</b>	<b>96,980</b>	<b>47,111</b>

## 5.5 Earmarked Corporate Reserves

Of the £96.980 million reserves, £74.999 million are held at a corporate level, of which £43.474 million are earmarked for specific purposes. This includes £26.803 million of individual school reserves and other ring fenced DSG expenditure.

The Service Realignment Fund holds £8.496 million. This is used to help Business Units to manage their employee costs when implementing their savings plans. During 2011/12 most Business Units have managed to keep these costs within their own budget. However, the Fund is likely to be called upon during 2012/13 as transformation programmes are implemented.

The Virtual Bank is available for Business Units to borrow funds to fund invest to save plans. Business Units incur interest on this borrowing so they have taken the opportunity to repay any outstanding loans during 2011/12. There are currently no outstanding loans to the Virtual Bank.

The Insurance Fund is the authority's contingency against any major insurance claims. The level of this fund is guided by advice from the Insurance Officer. The significant fall in the reserve in 2011/12 is mainly due to a provision of £2.822 million being made for the expected cost to the authority resulting from the potential insolvency of Municipal Mutual Insurance (MMI) following a recent legal judgement and any subsequent claims previously covered under MMIs policies. A full review of the appropriate level for the Insurance Fund will be undertaken over the summer to ensure it remains sufficient to cover known or expected liabilities.

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

#### 5.6 **General Reserves**

At the end of 2012/13 General Reserves are expected to be £18.794 million, after the £3.475 million identified by Services as not covering any known financial risk is taken into account. This is some £4.694 million above the £14.1 million assessed as the minimum requirement, by the Head of Finance, when the 2012/13 budget was agreed in February 2012. Whilst there are currently no commitments or financial risks covered by this element of the reserve, the strong advice of the Head of Finance is that this resource should not be allocated until the financial uncertainty resulting from the Local Government Resource Review becomes clearer. This will be considered in more detail in a report to Cabinet seeking approval for the 2013/13 service and financial planning process in July.

#### 5.7 **Service Reserves**

Reserves held at the Group level total £0.433 million. Group Management Teams have decided to hold reserves at this level to enable the Group to manage the cross-group financial risks. It also allows some flexibility to Groups to provide assistance to those services which have received unexpected expenditure or demand during the year. This approach helps reduce some of the pressure on corporate resources and service budgets.

5.8 Business Units are holding £21.552 million of reserves. £3.684 million of this is earmarked for specific purposes such as, Salix energy funding or the Fire pension reserves. The remainder of the reserves are being used to help mitigate the service against fluctuating demand or sudden unexpected expenditure. Full details of these risks can be found in **Appendix U**. A number of the larger reserves are outlined below:

- ❖ **Safeguarding** – This balance is to be used to cover any potential costs that may arise from the transformation of the safeguarding service.
- ❖ **Social Care and Support services** - This balance includes £2.397 million approved as part of the 2012/13 Budget and was allocated to the adult social care transformation reserve until such time as the agreement with the PCT, on the use of the 2012/13 grant, is reached and the

funding is required. The reserves also cover a number of other risks such as changes in demand and changes to the pricing structure of clients.

- ❖ **Business Manager** - These retained under-spends will be used to cover the risks associated with the externalisation of care homes including the associated risks of redundancy and reduced capital receipts.
- ❖ **Transport and Highways** – These reserves are to fund the ongoing maintenance of the safety camera infrastructure including vandalism and provide enforcement on Community Concern sites and to meet ongoing maintenance costs of the Warwick Road site in Kenilworth, purchased to facilitate the Kenilworth Station scheme.
- ❖ **Other Services** - These are a number of cross service or centrally held reserves, for example, the pay equalisation, elections and capacity building funds.

## 6.0 Capital Programme

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

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

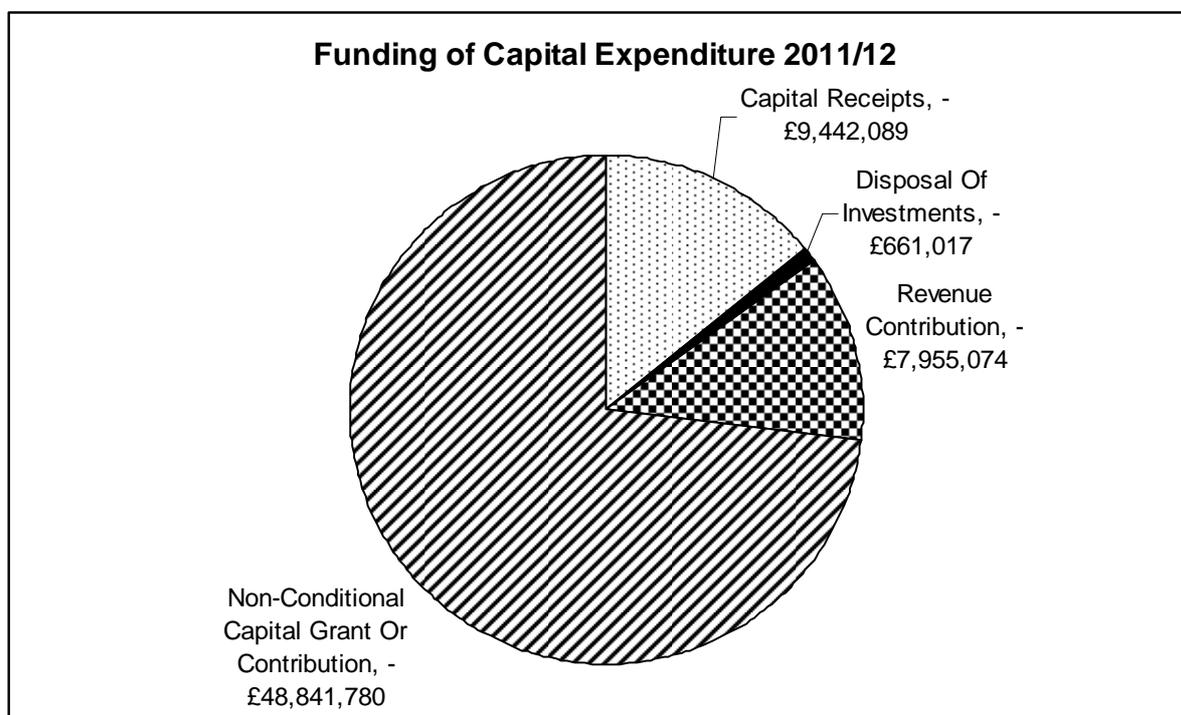
6.2 In the Quarter 3 Budget Monitoring report, approved by Cabinet on 26 January, the value of capital payments due in 2011/12 was £73.129 million with a further £130.615 million over the medium term. Since then, the total scheme cost on a number of projects has changed. As a result, the spending for 2011/12 is £66.900 million, with a total increase in payments in 2011/12 and later years of £7.145 million.

6.3 The major reasons for this £7.145 million increase include

- ❖ A new scheme at Oakfield Primary School to build a new school for £2.704 million, approved by Council on 7<sup>th</sup> February 2012.
- ❖ A new scheme to build a footbridge at Stratford Station for £1.260 million, approved by Cabinet on 26<sup>th</sup> January 2012.
- ❖ Additional spending of £2.9 million on Roads Structural Maintenance schemes. This has been funded from an additional DfT grant and other revenue sources.
- ❖ Other small increases across individual schemes.

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

6.5 As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below and Table 6 show how the capital expenditure shown in Appendices A to S is to be financed.



<b>Table 6: Capital Financing 2011/12 – Comparison of Actual with Estimates</b>			
Funding Source	Capital Financing Forecast (Cabinet Jan 2012) £m	Actual Capital Financing 2011/12 £m	Variation Jan 2012 to Actual £m
Self Financed Borrowing	3.445	-	(3.445)
Corporate borrowing	10.284	-	(10.284)
<b>Sub total - borrowing</b>	<b>13.729</b>	<b>-</b>	<b>(13.729)</b>
Grants	46.379	48.842	2.463
Capital receipts	10.060	9.442	(0.618)
Revenue	2.961	7.955	4.994
Disposal of investments	-	0.661	0.661
<b>Total</b>	<b>73.129</b>	<b>66.900</b>	<b>(6.229)</b>

6.6 The most significant change is the absence of borrowing to finance the 2011/12 capital spend. This has been possible because of the removal by Government of ringfencing from most capital grants. Previously, ringfenced grants had to be carried forward into the new year to be used against future expenditure meeting the grant conditions. As the conditions placed on the grants have been lifted, we can now use those grants to finance any spend, and so have chosen to use them wherever a scheme had expenditure against borrowing budgets. In this way we have been able to avoid incurring additional borrowing in 2011/12. This

is only a short-term, one-off reduction in the planned level of borrowing, as it will be required to fund the capital programme in future years.

- 6.7 Members are asked to support the approach of maximising the use of any flexibility in the application of capital resources to defer taking out new borrowing and incurring the consequent capital financing costs until future years.
- 6.8 If agreed, this reduction in the level of borrowing is expected to deliver a one-off saving of £0.589 million in 2012/13. The reduction in capital financing costs will have been delivered as a result of additional work across the Finance community. Analogous to the Property Rationalisation Programme, it is proposed this is allocated to the Finance Service on a one-off basis as part of the delivery of its savings plans until the Service's transformation plans are fully implemented.

## 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, listed in the table below, are regularly reviewed by Corporate Board to ensure that risks remain relevant, actions are updated and emerging risks are added. The difference between gross and net risk levels indicates that actions are in place to manage these risks.

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)

- 7.4 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. There are currently five net red business unit risks:

- ❖ Young people and vulnerable adults suffer injury or death where the local authority and its partners could have intervened to avoid it happening.
- ❖ Inability to manage public perception around the safeguarding children and adult agendas
- ❖ Industrial action by operational firefighters, service control staff or support staff.
- ❖ Consequences of the Atherstone Fire tragedy on Warwickshire Fire and Rescue Service.
- ❖ Provision of an effective finance service

Authors: Elizabeth Abbott, Ext 41 2805, [elizabethabbott@warwickshire.gov.uk](mailto:elizabethabbott@warwickshire.gov.uk),  
Tricia Morrison, Ext 73 6319, [triciamorrison@warwickshire.gov.uk](mailto:triciamorrison@warwickshire.gov.uk)  
Rob Phillips, Ext 41 2860, [robertphillips@warwickshire.gov.uk](mailto:robertphillips@warwickshire.gov.uk)  
Lisa Fynn, Ext 41 2666, [lisafynn@warwickshire.gov.uk](mailto:lisafynn@warwickshire.gov.uk)  
Stephanie Gardner, Ext 41 4134 [stephaniegardner@warwickshire.gov.uk](mailto:stephaniegardner@warwickshire.gov.uk)

Head of Service: Phil Evans, Ext 41 2293, [Philevans@warwickshire.gov.uk](mailto:Philevans@warwickshire.gov.uk),  
John Betts, Ext 41 2441, [Johnbetts@warwickshrie.gov.uk](mailto:Johnbetts@warwickshrie.gov.uk),  
Greta Needham Ext 41 2319,  
[gretaneedham@warwickshire.gov.uk](mailto:gretaneedham@warwickshire.gov.uk)

Strategic Director: David Carter, Ext 41 2564 [Davidcarter@warwickshrie.gov.uk](mailto:Davidcarter@warwickshrie.gov.uk),

Portfolio Holder: Cllr David Wright, Cllr Martin Heatley

## APP A - Safeguarding - Phil Sawbridge

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service	3,892	(575)	3,317	3,065	(252)	The overall over-spend is mainly caused by Child placement and child protection costs exceeding budgets due to increasing numbers of child protection / looked after cases- ( both highlighted in year and supported as budget pressure bid for 12/13) and higher than expected sessional staff payments who have to be present for child family meets as directed by the Courts. Despite increased cases the over-spend has been managed with an increased general culture of austerity / tighter fiscal control within the service taking account of assessed risk.
Social Care Teams - North & Assessments	10,868	589	11,457	13,026	1,569	
Social Care Teams - East & Looked After Children	5,862	85	5,947	5,793	(154)	
Social Care Teams - South & Leaving Care	11,046	62	11,108	10,373	(735)	
Safeguarding - Quality & Service Development	1,453	9	1,462	1,368	(94)	
Adult Safeguarding	687	(687)	0	0	0	
<b>Net Service Spending</b>	<b>33,809</b>	<b>(518)</b>	<b>33,291</b>	<b>33,625</b>	<b>334</b>	
				Non DSG	392	
				DSG	(58)	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-03	Reconfigure services for Looked After Children	361	300	461	461	461	561	561	The reduction in payments of nursery and childminding fees for looked after children has not achieved as much as anticipated, as the cessation of certain contributions will not go ahead as planned. Where appropriate the School Forum have agreed to fund certain expenditure in line with the savings plan.
CY-S-05	Review of the Safeguarding Service	387	327	489	489	427	489	489	
	<b>Total</b>	<b>748</b>	<b>627</b>	<b>950</b>	<b>950</b>	<b>888</b>	<b>1,050</b>	<b>1,050</b>	
	<b>Target</b>		<b>748</b>		<b>950</b>	<b>950</b>		<b>1,050</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>121</b>		<b>0</b>	<b>62</b>		<b>0</b>	

### 2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10405000	Premises Small Scale Reactive Works - Foster carer adaptations - 2010/11 allocation	25	25	0	0	50	25	35	0	0	60	10	10	£10,000 expenditure in 2011/12 to be funded from 2012/13 budget leaving £40,000 funding still available
11113000	Premises Small Scale Reactive Works - Foster carer adaptations - 2011/12 allocation	0	0	50	0	50	0	0	40	40	0	(10)		
11114000	Foster Care Adaptations 2012/13	0	0	50	0	50	0	0	50	50	0	0		
11115000	Foster Care Adaptations 2013/14	0	0	0	50	50	0	0	0	50	0	0		
11116000	Foster Care Adaptations 2014/15	0	0	0	50	50	0	0	0	50	0	0		
		<b>25</b>	<b>25</b>	<b>100</b>	<b>100</b>	<b>250</b>	<b>25</b>	<b>35</b>	<b>90</b>	<b>100</b>	<b>250</b>	<b>10</b>	<b>0</b>	

## Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M10000	% of core assessments that were completed within 35 working days	91	92	84	●	83.2	
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	7.5	7			10.8	It is important to remember that this is as yet unverified and is therefore likely to alter at the final outturn which will be reported to DfE in June 2012. Therefore these figures should be treated with caution. We recognise that this is an area of performance that we continue to need to focus upon. The number of children subject to child protection plans has increased in Warwickshire in accordance with national trends. This increase is likely to impact upon the capacity to progress child protection plans. This is an area of work that depends upon multi-agency working and is explored through the Performance, Monitoring and Evaluation Sub-Committee of Warwickshire Safeguarding Children Board. We are also focusing upon the target setting within the Child Protection plans to ensure that they are SMART under the auspices of the Ofsted Action Plan.
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	14	13.5	13.5	★	16.5	It is important to remember that this is as yet unverified and is therefore likely to alter at the final outturn which will be reported to DfE in June 2012. Therefore these figures should be treated with caution. We recognise that this is an area of performance that we continue to need to focus upon. The numbers of children subject to a second child protection plan has increased in Warwickshire and reflects the regional trend. This is an area of work that depends upon multi-agency working and is explored through the Performance, Monitoring and Evaluation Sub-Committee of Warwickshire Safeguarding Children Board.
M10003	% of child protection cases which were reviewed within required timescales	992	100	100	★	100	
M10004	% of initial assessments for children's social care carried out within 10 working days of referral	74	71	65	●	66.5	
M10005	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	84	100	95	●	80.6	We continue to improve our performance in this area but have fallen short of the target. We are largely reliant upon the Court timetable which is beyond our control and will account for a number of placements not being made. Nationally we are doing well on adoption overall.

## Risk

Business Unit	Risk Title	Net Risk Level	Comments / Further actions being taken
Safeguarding	Young people and vulnerable adults suffer injury or death where the local authority and its partners could have intervened to avoid it happening.	12 (R)	The risk of this type of event happening will always remain regardless of any controls in place which are under constant review.
Safeguarding	Inability to manage public perception around the safeguarding children and adult agendas	12 (R)	Despite action in place any response would be dependent on circumstances of case and position the public take towards the issue.

## APP B - Social Care & Support - Jenny Wood

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care & Support Services - Head of Service	(5,409)	(5,085)	(10,494)	(10,341)	153	Underspend due primarily to:- a number of vacancies in the service, turnover of staff and difficulties in recruitment. Funds held back for changes to residential care provider inflation which was not used in year as the agreed enhanced rates are not yet being applied to packages, and therefore inflation given was unused this year. There were also a number of savings delivered early as well, as savings over and above what was in the main savings plans. There has also been a general culture of austerity, a tighter application of FACS criteria, and reablement mitigating some of the demographic pressures.
Older People & Physical Disability (North) & Specialist Services	28,548	37	28,585	27,737	(848)	
Older People & Physical Disability (South) & Reviewing Services	23,050	729	23,779	22,500	(1,279)	
Learning Disabilities	37,470	136	37,606	37,035	(571)	
Mental Health	6,106	81	6,187	5,756	(431)	
Reablement	4,089	(0)	4,089	3,681	(408)	
<b>Net Service Spending</b>	<b>93,854</b>	<b>(4,102)</b>	<b>89,752</b>	<b>86,368</b>	<b>(3,384)</b>	
				Non DSG	(3,384)	
				DSG	0	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	982	1,428	2,580	1,428	2,065	4,181	2,634	Savings from using the care funding calculator have not achieved original targets due to difficulties in negotiating savings with very large and very specialist providers. The closure of a day service centre has happened, but staffing savings were not realised to the extent expected. These shortfalls were more than offset in 2011/12 by savings from the renegotiation of residential care contracts. Organisational capacity to undertake commissioning, consulting and service package reviewing activities has created difficulties in the pace of delivery, particularly around day services. The Learning Disabilities portfolio has looked at other options to balance to the original target, for example a review of framework contracts, the consideration of the application of telecare and reablement to learning disabilities services, and using the care funding calculator to help to put the brakes on growth in package costs as well as reducing existing package costs. The Learning Disability strategy has been approved and this allows a number of initiatives to now be progressed.
ASC-04	Domiciliary Care Recommissioning	150	150	150	150	150	150	150	This was the full year effect of actions taken in 2010/11.
ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)	2,117	1,244	3,183	1,244	4,759	3,188	4,685	Reablement savings are forecast to reach the eventual target but will not reach that rate as quickly as forecast, hence the shortfall in 2011/12 but not in 2012/13. The reablement service will be expanded to a larger service in 2012/13 by the transfer of the remaining internal home care service over to the reablement service. This will accelerate reablement savings back closer to the target and will also increase homecare modernisation savings above the target - as they were originally forecast to be achieved through natural turnover and will now be achieved through a proactive expansion of the reablement service. Some of the additional money from health will be used to cover reablement expansion and transitional costs which will allow the full net savings to be realised faster.
ASC-10	Adult Social Care charging review (led by Business Manager)	2,344	2,346	3,240		2,240	3,250	2,228	Phase 1 - 3 have been implemented. Future savings will be reduced as an effect of lower home care prices resulting from the externalisation of the internal service, and the new framework prices
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services (Joint with Business Manager)	239	152	502	220	220	647	561	The closure of an internal day service centre has progressed. External block contracts for day services have been decommissioned, and replaced with individual agreements for service users. Large savings are unlikely from PD residential care, and the savings are being reconsidered in the wider portfolio.

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-13	Improving the Customer Journey	0	0	0	0	0	2,000	0	Information and advice, early intervention, embedding Personalisation, and associated changes to staff working practices (e.g. mobile working and improved IMT) are indicated to have a cumulative effect. Work will be initiated in 2012/13 to align the specific changes to expected savings, which cumulatively are anticipated at around £2m.
ASC-15	Mental health transformation	404	404	548	404	548	578	578	
ASC-16	Reduced spending on service development	410	410	510	410	510	610	610	The expenditure on service development was managed without impacting on other budgets.
ASC-19	Mental capacity	52	52	52	52	52	52	52	
ASC-21	Information, advice and low level services	184	184	245	269	269	245	269	Low level services have been successfully decommissioned.
New	Other savings initiatives	0	284	0	284	284	0	284	A number of other initiatives to save have been pursued including: minimising inflationary increases on service contracts and setting previously area based grant budgets without adding back the top slice applied in 2010/11.
<b>Total</b>		<b>6,882</b>	<b>6,654</b>	<b>11,010</b>	<b>4,461</b>	<b>11,097</b>	<b>14,901</b>	<b>12,051</b>	
<b>Target</b>			<b>6,882</b>		<b>11,010</b>	<b>11,010</b>		<b>14,901</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>228</b>		<b>6,549</b>	<b>(87)</b>		<b>2,850</b>	

#### 2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10608000	Mental Health Grant 2010/11	32	137	0	0	169	32	27	110		169	(110)	0	A review of the planned projects resulted in under utilisation of the funds - a subsequent round of applications for funding was delayed into 12/13 following re-consideration of the authority's MH priorities.
10610000	Adult Social Care IT Infrastructure Grant 2009/10	0	0	0	0	0	0	0	0	0	0	0	0	
10611000	Adult Social Care IT Infrastructure Grant 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10605002	Netherfield	33	0	0	0	33	33	0	0		33	0	0	
11010000	Ingleby Foundation - Thistledome Phase 2	71	47	0	0	118	71	47	0		118	0	0	
10601000	Mental Health 2007/08	155	21	0	0	176	155	15	6		176	(6)	0	
10607000	Mental Health 2009/10	142	43	0	0	186	142	2	41		186	(41)	0	
11132000	Nuneaton & Bedworth Disabled Facilities Grant						0	100	0		100	100	100	Project approved by Cabinet in January 2012 to invest in disabled facilities grants in Nuneaton & Bedworth, funded by a virement from The Lawns project within the Business Manager Service.
<b>Total</b>		<b>434</b>	<b>248</b>	<b>0</b>	<b>0</b>	<b>682</b>	<b>434</b>	<b>191</b>	<b>157</b>	<b>0</b>	<b>782</b>	<b>(57)</b>	<b>100</b>	

## Performance Indicators

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

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress
M08000	The proportion of those using social care who have control over their daily life	67.8	68	75.3	★	75.3	Exceeded target. This outturn is now in line with the national average in 2010-11 for this indicator after Warwickshire's performance was in the bottom quartile last year. This significant improvement could indicate impact of successful roll-out of personalisation approach, Learning Disability Strategy implementation amongst other things
M08001	The proportion of people who use services and carers who find it easy to find information about support	50.4	50.4	53.6	★	53.6	Exceeded target. This outturn is now approaching the comparator group. There are plans due to deliver in 12/13 which should facilitate further improvement.
M08002	Proportion of adults with a learning disability in settled accommodation	57.2	70	58.3	▲	58.3	The target set in 2009/10 when it was a new measure and is proving unrealistic. Benchmarking data shows that we perform close to the level of our comparator group of similar authorities. The target is currently being reviewed; the new target will be stretching but achievable with the aim of being above average compared to all England authorities and our comparator group. Introduction of Extra Care Housing, 'Key ring' services, and future deregistration of residential services will result in improvements in this indicator. Warwickshire has some residential care homes which support four or less customers, who are often people being supported in a manner/ethos more akin to supported living (settled accommodation) than residential care. The difficulty is the Care Quality Commission registration of these properties, when classifying this support we are bound by this registration so they are recorded as residential care. Another factor is the number of young adults who through transition are placed within out of county residential colleges prior to reaching adult hood. Often the outcome has been a move into planned residential care linked to these colleges. We will work across the People Group to review this approach.
M08003	Proportion of adults with a learning disability in employment	6.0	11	6.3	▲	6.3	The target was set in 2009/10 when it was a new measure and is proving unrealistic. Benchmarking data shows that we perform at a higher level than our comparator group of similar authorities. The target is currently being reviewed; the new target will be stretching but achievable with the aim of being above average compared to all England authorities and our comparator group. Clearly there is more work to do in delivering an increased pace of change for employment services and this is being addressed positively through our Learning Disability Strategy. A key element to this revised strategic approach is the "a fulfilled life" project which seeks to increase life chances through employment. We are currently developing a service specification to commission a revised support structure for customers with Learning Disability, Physical Disability or Mental Health aimed at improving access opportunities. It will form a key component part of our approach for the future and should result in a significant increase in our performance in supporting customers into work.
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation	76.7	80	79	●	79	Target almost met. Plans to further improve include that a more focused action plan has been implemented to repatriate people in out of county placements, back to Warwickshire in settled accommodation. Plans are also under development to include mental health clients in the Community Network / KeyRing schemes. This will build on the successful scheme already in place within the Supporting People Programme.
M08005	Proportion of adults in contact with secondary mental health services in employment	19.4	20	21.2	★	21.2	Exceeded target. There are now a range of services in place that enable people to sustain or secure ongoing employment.
M08006	Proportion of older people (65+) who are still at home after 91 days following discharge from hospital into rehabilitation services	86.3	85	81.3	●	81.3	Provisional outturn pending refined health data. Although 3.7% under target, the reablement service has been developed since targets were set. The service is seeing a wider cohort of customers through a revised eligibility criteria to give more people the opportunity to maximise independence, which encompasses people at higher need who are more likely to be readmitted. More complex customers are being referred into the service directly from intermediate care services. So although under target, results remain positive at 81.3% and more work is being undertaken to ensure the service is receiving appropriate referrals to ensure independence is maintained, which in turn will contribute to this measure in the future.
M08007	Proportion of customers receiving a review	77	85	72.4	▲	72.4	Although overall the additional reviewing contract is delivering, staff capacity across Social Care and Support presented a challenge in maintaining overall performance against the target. This challenge was further emphasised by the need to utilise the reviewing team capacity to drive improvements to care quality, where there have been care home provider concerns. Reviewing the 'Reviewing Model' in the light of resource constraints is in the plan for 2012/13.
M08008	Proportion of people whose outcome measures are fully or partially achieved at completion of reablement	60	70	74	★	74	Exceeded target by 4%. Reablement support plans continue to be tailored and reviewed with the customer and their carers to ensure that their own perceived goals and wishes are met during their time with reablement. We also expect that as the eligibility criteria develops and we reach a wider cohort of customers that have reablement potential that this % may increase again giving a continuous positive result for all customers receiving reablement.
M08009	Total Value of homecare packages	635493	600000	561882	★	561882	Home care expenditure reduced, as anticipated.
M08010	Total Homecare Hours being delivered	55245	50000	48654	★	48654	Home care delivery reduced as anticipated in line with maximising independence approach
M08011	Admissions to residential care homes per 100,000 population	594.9	570	573.72	●	573(P)	Outturn is always delayed due to need to input year-end data. We remain one of the top performing authorities in this indicator, based on 2010-11 benchmarking this outturn would have placed Warwickshire in the top quartile compared to both All England and our Comparator group. This is a provisional outturn; the final outturn will not be available until end of May 2012 when returns are validated

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress
M08012a	Proportion of people using social care who receive self-directed support - Adult Social Care Outcomes Framework definition	29.3	45	45.2	★	45.2	Target achieved as planned. Please note that this nationally defined target includes those people in residential and nursing care as part of the total customer base despite the definition requiring this group to be excluded from the total, so '100%' could never be reached with this target.
M08012b	Proportion of people using social care who receive self-directed support - Personalisation milestones definition		100% - March 2013	75%	★		The Group's preferred measure of the uptake of self directed support shows that 75% of all eligible customers were receiving self directed support on 31st March 2012. The target nationally is to reach 100% by 31st March 2013. This is a provisional outturn, the final outturn will not be available until end of May 2012 when returns are validated.
M08013	Number of carers receiving an assessment in their own right	929	1100	819	▲	819	Carers' support continues to be a priority, but the way it is provided is changing, which means that there is less demand for an 'assessment in their own right'. Evidence from teams shows that where carer's needs (and replacement care to give the carer a break) are now being captured in the services user's assessment, then carers are not feeling the need for an additional assessment in their own right. It is likely that this will become increasingly the norm as teams embed the philosophy of 'supporting carers is everyone's business'. This in line with carers' expectations that if we get it right at the beginning then 'I would not need a carers assessment'. However, there continue to be times when separate assessment is appropriate and progressed.
M08014	Number of carers receiving services provided as an outcome of an assessment or review	2079	2100	1304	▲	1304	Following the introduction of the New Resource Allocation System replacement care (respite etc.) is now taken into account as part of the customers assessment. These are the services which have historically been requested by service users. Evidence from the carers pilot in Warwick District has demonstrated that now replacement care is captured in the customers assessment cares are not asking for additional services, as their need for a break has been met.
M08015	Proportion of Council spend on residential care	51.4	49	46.2	★	46.2	Over-achievement of target reflects work undertaken to manage fee levels in younger adults (under 65) services
M08016	Proportion of adults receiving on-going social care support who are in residential care	30	28	30.2	●	30.2	Maintaining a steady state has been an increasing challenge, considering the aging demographic. Within this overall trend is an increase in the number of people needing EMI (dementia related care) and a decrease in people needing general residential care.
M08017	Number of older people entering residential care direct from hospital as % of all admissions to residential care	43	50	53.4	●	53.4	This has been an increasing trend, as issues such as carer breakdown (especially with respect to supporting someone with dementia) have continued to emerge at the time of hospital admission. Hospital pressures are indicated to be resulting in people being discharged earlier who have higher needs, and so are more at risk of needing residential care. For 12/13 there are developing plans to offer alternative enabling services at the point of hospital discharge to reduce this rate.
M08018	The number of extra care housing units available for use by customers eligible for WCC Adult Social Care	46	107	119	★	119	Warwickshire's extra care housing development programme remains on target with 119 units available to Warwickshire County Council customers in March 2012.
M08019	Delayed transfers of care	18.8	17	17.1	●	17.1	The social care responsible element of this indicator is 5.7, one third of the total outturn, the remaining two thirds are the responsibility of health or of both parties. Focus is being given to a strategic plan to significantly reduce DTOC in 12/13
M08020	Admissions to specialist residential care as a proportion of all residential & nursing care	18.5	19	18	★	18	Admission to specialist provision is dependent on needs assessment identifying this as most appropriate options. The approach of supporting people at home where-ever reasonable may have reduced this outturn a little.
M08021	Cost of specialist residential care as a proportion of all residential & nursing care	17.5	18	18.4	★	18.4	Target achieved. As an example, there is an increased proportion of people receiving EMI residential care

## APP C - Business Manager - Vacancy

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Business Manager - Head of Service	1,894	(24)	1,870	1,330	(540)	Internal services underspent due to changes / closures due next year with savings being achieved earlier and over and above the 2011/12 savings plan. Learning and development due to delays in agreeing the learning and development programme and reduced team infrastructure costs.
Local Provider Services	15,039	220	15,259	14,873	(386)	Funding held for project work - e.g. financial services transformation was not used due to slippage in the programme from loss of project management resource. There was an underspend on transport SLA due to changes in services provided by LPS.
Learning and Development	1,193	30	1,223	857	(366)	Under-spend on IT resources due to rationalisation.
Business Transformation	4,690	4	4,694	3,977	(717)	Carers grant monies underspent due to movement of sitting services into Social Care business unit. Contingencies needed for slippage in the transformation savings were not utilised this year and there is also an increased general culture of austerity / tighter fiscal control within the service.
Business Support	331	(12)	319	273	(46)	
Integrated Information Systems	85	(0)	85	71	(14)	
Notional Accommodation Review	(923)	619	(304)	(187)	117	
<b>Net Service Spending</b>	<b>22,310</b>	<b>836</b>	<b>23,146</b>	<b>21,194</b>	<b>(1,952)</b>	
				Non DSG	(1,988)	
				DSG	36	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Jenny Wood)	367	526	1,100	882	946	1,900	1,856	The closure of two residential care homes has occurred. The full cost charging for new customers of internal residential care homes has been implemented slightly later than planned but is now in place. Extra care has delivered savings on a small scale in 2011/12 although the budget assumed for prudence that it would not. These small but additional savings resulted in total savings above the 2011/12 target. Certainty around the delivery of 2012/13 savings depends heavily upon the outcome of the current sales process for the remaining 8 internal residential care homes. Savings from charging full cost for internal residential care to new customers depend very much on how customer choice is impacted by the change, therefore these savings are difficult to predict in advance. The risk is mitigated in two ways: (1) The amount of savings from this are a relatively small part of the total target and (2) these savings are temporary and will in due course be superseded by savings from the sale, joint venture or closure of homes, therefore any shortfall would be temporary in nature.
ASC-11	Day Care Services for Older People and Older People Mental Health	130	130	184	130	155	184	263	Good progress has been made ceasing former block contracts and moving to spot arrangements with providers, where users want to continue to use a traditional style service, and moving on to more community based packages in other cases. Forecast for 2012/13 is a worst case position.
ASC-18	Workforce development	116	116	116	116	116	116	116	
New	Continuing Review of Business Process and Efficiencies			134		134	234	234	
New	Staffing savings	0	284	0	284	284	0	284	These savings are part of the £2m "Improving the Customer Journey" savings which were delivered across adult social care at the beginning of April 2011. (ASC-13)
	<b>Total</b>	<b>613</b>	<b>1,056</b>	<b>1,534</b>	<b>1,412</b>	<b>1,635</b>	<b>2,434</b>	<b>2,753</b>	
	<b>Target</b>		<b>613</b>		<b>1,534</b>	<b>1,534</b>		<b>2,434</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(443)</b>		<b>122</b>	<b>(101)</b>		<b>(319)</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10593000	Homes For Elderly People Upgrade - 2003/04	84	109	0	0	192	84	0	0	0	84	(109)	(109)	No further spend expected. The balance has been transferred to adult social care unallocated resources.
10602000	Whitnash - Lawns Homes For Elderly Refurbishment	36	614	0	0	650	36	0	0	0	36	(614)	(614)	£100,000 vired to Nuneaton & Bedworth Disabled Facilities Grant as approved by Cabinet in January 2012. With the programme to sell the care homes, the remaining funding of £514,000 is no longer needed for this purpose and is now part of unallocated resources.
10613000	CAF Development Team - Social Care IT 2009/10	0	110	0	0	110	0	0	110	0	110	(110)	0	Delays in CAF Board decisions on project spend due to changes in Project Management and Head of Service. Final profile for this spend is still to be
10613002	CAF Development Team - Social Care IT 2010/11	0	1,312	438		1,750	0	0	1,750		1,750	(1,312)	0	Delays in CAF Board decisions on project spend due to changes in Project Management and Head of Service. Final profile for this spend is still to be
11019000	Social Care Reform Grant 10/11	0	0	32	0	32	0	0	0	0	0	0	(32)	
11019000	Social Care Grant 10/11 Bedworth Chapel Street	0	0	250		250	0	0	0		0	0	(250)	This was originally allocated for extra care, but developments have not needed this capital funding from the council. Now part of unallocated resources
10594000	AHCS Vehicle & Equipment Replacement Base Programme 2010/11	24	0	90	0	114	24	0	0	90	114	0	0	
10614000	Care Homes Fire Regulations	63	481	48	0	592	63	427	102	0	592	(54)	(0)	
10610000	Adult Social Care IT Infrastructure Grant 2009/2010	75	0	75	0	149	75	0	75	0	150	0	0	
10611000	Adult Social Care IT Infrastructure Grant 2010/2011	0	0	160	0	160	0	0	160	0	160	0	0	
11020000	Adult Social Care Modernisation and Capacity 2011/12	0	1,151	0	0	1,151	0	0	1,151	0	1,151	(1,151)	0	Changes within the People Group in 2011/12 and a review of the Adult and Social Care Transformation to date led to delays in starting new projects. The final profile for this resource is still to be determined.
11021000	Adult Social Care Modernisation and Capacity 2012/13	0	0	1,182	0	1,182	0	0	1,182	0	1,182	0	0	
	Unallocated Adult Social Care Capital Resources	0	0	0	0	0	0	0	400	505	905	0	905	Adult and Social Care Management will consider capital investment proposals and bring supported proposals to Cabinet for consideration in Summer
10030000	CYPF ICT Upgrade	89	55	31	0	175	89	16	50	20	175	(39)	0	
		<b>371</b>	<b>3,832</b>	<b>2,305</b>	<b>0</b>	<b>6,508</b>	<b>371</b>	<b>443</b>	<b>4,980</b>	<b>615</b>	<b>6,409</b>	<b>(3,389)</b>	<b>(99)</b>	

## APP D - Strategic Commissioning

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,161	(1)	1,161	1,038	(123)	Underspend due primarily to:- Staffing costs - some of this is the full year effect of reductions made to manage the overspend last year as well as greater than planned budgeted savings. The DSG under-spend was mainly due to lower than expected hospital tuition costs. Significant Project cost & rationalisation with project income unspent income against projects which would have been carried forward in previous years. There is also an increased general culture of austerity / tighter fiscal control within the service.
	933	12	945	605	(340)	
Older people, Physical Disability, Intelligence and Market Facilitation						
Commissioning Support	1,407	(0)	1,407	1,172	(235)	
Multi-Agency Commissioning	1,770	20	1,790	1,684	(106)	
Care Accommodation and Quality/Supporting People Programme	9,964	1	9,965	9,655	(310)	
Customer and Carer Engagement (D)	1,273	(19)	1,254	1,080	(174)	
<b>Net Service Spending</b>	<b>16,509</b>	<b>13</b>	<b>16,522</b>	<b>15,234</b>	<b>(1,288)</b>	
				Non DSG	(1,112)	
				DSG	(176)	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
ASC-17	Housing support	400	400	800	800	800	1,200	1,200	
ASC-20	Carers	166	166	250	188	250	350	350	
CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	836	645	1,319	1,319	1,319	1,734	1,734	The savings target to remove the subsidy for Speech & Language therapy has been reprofiled over two years, with funding being achieved through the revised use of grants target.
New	Staffing savings	0	321	0	321	321	321	321	These savings are part of the £2m "Improving the Customer Journey" savings which were delivered across adult social care at the beginning of April 2011. (ASC-13)
	<b>Total</b>	<b>1,402</b>	<b>1,532</b>	<b>2,369</b>	<b>2,628</b>	<b>2,690</b>	<b>3,605</b>	<b>3,605</b>	
	<b>Target</b>		<b>1,402</b>		<b>2,369</b>	<b>2,369</b>		<b>3,605</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(130)</b>		<b>(259)</b>	<b>(321)</b>		<b>0</b>	

### Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M12000	Percentage of infants being breastfed at 6-8 weeks (breastfeeding prevalence)		46.5	46.5	★	46	
M12001	Percentage of children in Year 6 with height and weight recorded who are obese	15.1	14	14	★	16.17	Services have now been commissioned in areas of high childhood obesity, service providers are now beginning delivered and providers are starting to see families and children go through these services, this should help to address childhood obesity. However a different cohort of children are weighed and measured each year which will lead to a variation in the figures each year.
M12002	Percentage of children in Reception with height and weight recorded who are obese		7.44	7.44	★	7.44	
M12003	Under 18 conception rate (per 1000 females 15-17)	36.3	37	37	★	34.8	A 16% reduction since the 1998 baseline.
M12004	Emotional well being: Children & young people know how to manage their feelings & emotions		84.2	84.2	★	84.2	Annual Figure from the Tell Us Survey
M12005	Alcohol related admissions for under 18s (rate per		63.9	63.9	★	63.9	Annual figure made available each September

APP E Early Intervention and Family Support - Hugh Disley

2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Intervention & Family Support - Head of Service including Targeted Intervention Transformation Programme	1,745	(184)	1,561	698	(863)	Underspend due primarily to:- Universal Youth Service closure has been achieved 18 months earlier than original plan and has achieved full 12/13 savings as one off in 11/12. Budget held prudently to cover risk associated with non achievement of some of the 11/12 savings plans - not all of this was required. Reductions in staff and savings achieved ahead of the 12/13 plan. There is also an increased general culture of austerity / tighter fiscal control within the service with some reluctance to commit to ongoing costs.
Early Intervention - North	4,778	(152)	4,626	2,458	(2,168)	
Early Intervention - South (formerly Family & Parenting)	2,356	163	2,519	2,193	(326)	
Early Intervention - East	1,055	0	1,055	859	(196)	
Pupil Referral Unit	2,822	(0)	2,822	3,285	463	
Childrens Centres' & Early Years	8,027	59	8,086	7,879	(207)	
<b>Net Service Spending</b>	<b>21,253</b>	<b>(57)</b>	<b>21,196</b>	<b>17,971</b>	<b>(3,225)</b>	
				Non DSG	(3,384)	
				DSG	159	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-01	Transforming services for children and families	715	715	1,632	715	1,532	2,540	2,540	The development programme is well underway and the review of Tier 3 service managers has been implemented with Tier 4 and 5 in development.
CY-S-08	Alternative use of grants within Childrens Services	750	883	992	992	1,442	2,336	2,336	Following the announcement of the reduction in grants, a review was undertaken. This was completed in January 2011 with planned services and projects stopping from April 2011 subject to further reviews during the year. The approach has been to deliver Early Intervention work according to three core strategic areas; Early Years, Transition, Targeted Interventions. For some services, previously funded through grants, it has been recognised that a longer time frame is required to deliver the savings. As such, headroom has been included within the savings target to allow for this.
CY-S-06	Community and Play- reduction in services	873	1,800	2,690	3,611	2,840	3,611	3,611	The implementation of the Youth Service premises review agreed by Cabinet's was largely completed prior to April 2012 and therefore significant savings have been achieved ahead of schedule.
	<b>Total</b>	<b>2,338</b>	<b>3,398</b>	<b>5,314</b>	<b>5,318</b>	<b>5,814</b>	<b>8,487</b>	<b>8,487</b>	
	<b>Target</b>		<b>2,338</b>		<b>5,314</b>	<b>5,314</b>		<b>8,487</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(1,060)</b>		<b>(4)</b>	<b>(500)</b>		<b>0</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
11014000	Early Years and Sure Start Children's Centres	0	42	148	0	190	0	0	0		0	(42)	(190)	These projects are all now regarded as complete.
10231000	Birchwood - Polesworth Phase 2 Children's Centre	0	6	0	0	6	0	(9)	10	1	(15)	(5)		
10037000	Austrey CE Primary School Modular Refurbishment	0	(3)	0	0	(3)	0	0	0	0	3	3		
10225000	Rugby, Boughton Leigh Phase 2 Children's Centre	0	5	0	0	5	0	(24)	0	(24)	(29)	(29)		
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre	315	2	0	0	317	315	(10)	12	317	(12)	1		
10043000	Cole shill Primary School Phase 3 Children's Centre	495	59	13	0	567	495	60	0	555	1	(12)		
10074000	Caws ton Primary School Phase 3 Children's Centre	313	18	0	0	331	313	(9)	0	304	(27)	(27)		
10073000	Nuneaton St Nicholas Clinic Phase 3 Children's Centre	343	8	0	0	351	343	(11)	0	332	(19)	(19)		
10069000	Wellston Library Phase 3 Children's Centre	174	18	0	0	192	174	8	0	182	(10)	(10)		
10033000	Welles Bourne Library Phase 3 Children's Centre	509	0	0	0	509	509	1	0	510	1	1		
10056000	Ships ton Primary School Phase 3 Children's Centre	536	3	0	0	539	536	(14)	16	538	(17)	(1)		
10238000	Rugby, Oakfield Phase 2 Children's Centre	0	0	0	0	0	0	(4)	0	(4)	(4)	(4)		
10233000	Kingsbury Primary Phase 2 Children's Centre	0	0	0	0	0	0	(1)	0	(1)	(1)	(1)		
10254000	Leek Wotton, St John's Phase 2 Children's Centre	0	0	0	0	0	0	(6)	0	(6)	(6)	(6)		
10045000	Bishops Itching ton Primary School Children's Centre Outreach/Refurbishment	165	0	0	0	166	165	2	0	167	2	2		
10024000	Nuneaton/Abbey Children's Centre & Extension at Hatters Space	138	12	0	0	150	138	1	0	139	(11)	(11)		
10904000	Early Intervention Service Teaching & Learning Centre	62	0	0	0	62	62	0	0	62	0	0		
		<b>3,051</b>	<b>170</b>	<b>161</b>	<b>0</b>	<b>3,381</b>	<b>3,051</b>	<b>(16)</b>	<b>38</b>	<b>0</b>	<b>3,073</b>	<b>(186)</b>	<b>(308)</b>	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M09000	Reduce the % of 16 - 18 year olds not in education employment or training (NEET)	5.2	3.6	5.2	▲	4.5	The 2011/12 target for NEETS was 3.6%. This was set in 2004 in a different economic climate and various factors have been played in over the years, hence a paper was taken to Cabinet and it was agreed that the target should be changed from 3.6% to 5.2%. The target for 2012/13 remains as 5.2% as the factors that led it to being changed will probably have even more of a detrimental effect next year due to the cuts etc
M09001	% of schools with EIS Support with a trend of reducing exclusions (by primary and secondary school)					78	A further 15 schools without a subscription purchased specific programmes of work with a number of the remaining schools accessing support through commissions.
M09002	% evaluations of individual common assessments demonstrate improved outcomes for children & young		70			82	
M09003	% of cases that have resulted in a positive outcome for the child		70	72	★	60	72% is the end of year cumulative total - the 70% target is for the year not each quarter because the figures between the quarters can vary considerably. One reason for this can be capacity of CAF officers to follow up on evaluations as was the case in Q4 when 2 of the 7 have been off sick.
M09004	% of family group conferences that prevent young people going into LA accommodation within one year		70	90	★	85.7	
M09005	% parents accessing financial benefits						
M09006	% 3 - 5 year olds accessing free childcare entitlement		100	96	●	94	
M09007	% parental satisfaction with service		95	94	●	97	

## APP F - Learning and Achievement - Mark Gore

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Schools - Head of Service	4,302	(3,932)	370	408	38	Underspend due primarily to:- Music Service - residual fall out of 17 month TSF funding.
Secondary Phase	744	0	744	744	0	IDS Social care spending reduced ahead of following years savings.
Strategy for Change (formerly County Music Service & Service Manager)	2,434	(1,110)	1,324	680	(644)	Home to School Transport - savings of plans for 12/13 being partially met already in 11/12. Reductions in staff and savings achieved ahead of the 12/13 plan.
Access & Organisation (formerly Pupil & Student Support including Transport, Schools & Community & School Organisation)	22,619	178	22,797	23,093	296	There is also an increased general culture of austerity / tighter fiscal control within the service with some reluctance to commit to ongoing costs.
Primary & Early Years Phase (formerly School Improvement & Early Years)	3,535	(347)	3,188	2,871	(317)	The DSG over-spend ( which will be met from earmarked DSG reserves ) is the result of planned use of reserves as well as the increased unit cost of educating small numbers of very specialised and unique needs children in out of county settings.
Special Education Needs	27,049	(19)	27,030	27,395	365	There has also been a higher than expected take up of the additional hours of free education for 3 & 4 year olds, these DSG over-spends were offset by under-spends within the Teaching & Learning service within the Integrated disability service.
Adult and Community Learning (D)	(93)	(35)	(128)	(128)	0	
Targeted Contingency for Schools ISB & PFI	6,272	4,667	10,939	12,717	1,778	
<b>Net Service Spending</b>	<b>66,863</b>	<b>(599)</b>	<b>66,264</b>	<b>67,780</b>	<b>1,516</b>	
				Non DSG DSG	(676) 2,192	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CY-S-04	Review services to schools and families	1,171	1,149	2,524	1,749	2,305	2,524	2,524	Staffing structures have been reduced and charging to schools is planned for relevant services. The delivery of second year plans are largely dependent on buyback from schools. This will be closely monitored with a review on staffing in the event of reduced trading income
CY-S-07	School/College Transport	1,087	817	2,614	1,087	1,942	3,114	3,114	Cabinet approval has been granted across these services and full consultation about potential charges has been carried out and reported through to Cabinet. The delivery of future years targets are dependent on the number of young people choosing to use transport services, which may be impacted upon by the implementation of charging policies. This is a wholly commissioned service through Communities where route rationalisation is reviewed in the event of reducing numbers. SEN transport savings are dependent on a future reduction in the number of statements that are issued, which is not currently expected in-line with previous forecasts. However, all policies regarding children with SEN will be considered as part of the SEN Green Paper, which will include Home to School Transport.
	<b>Total</b>	<b>2,258</b>	<b>1,966</b>	<b>5,138</b>	<b>2,836</b>	<b>4,247</b>	<b>5,638</b>	<b>5,638</b>	
	<b>Target</b>		<b>2,258</b>		<b>5,138</b>	<b>5,138</b>		<b>5,638</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>292</b>		<b>2,302</b>	<b>891</b>		<b>0</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10223000	Exhall Grange School Reorganisation	4,494	8	0	0	4,502	4,494	0	8	0	4,502	(8)	0	
10536000	Harnessing Technology Grant 2010/11	50	1,069	0	0	1,119	50	1,069	0	0	1,119	0	0	
10527000	Primary Capital Programme (Government Allocation) 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	9,062	11,838	0	0	20,900	9,062	10,543	1,295	0	20,900	(1,295)	0	Variance is due to the budget being devolved to schools.
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,675	380	0	0	10,055	9,675	177	203	0	10,055	(203)	0	Variance is due to delays in settlement of the final account. There are no financing issues with this delay.
10425000	Rugby Harris Secondary School Extension	3,839	231	0	0	4,070	3,839	241	0	0	4,080	10	10	
10356000	Warwick Aylesford Security and Bus Set Down	71	198	164	0	434	71	115	248	0	434	(83)	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	43	605	0	0	647	43	315	290	0	647	(290)	0	Variance is due to delays placing the order for the works. This was caused by the need to confirm with DfE that some of the project funding could be carried forward.
10027000	Stratford Primary Places Alveston Extension	1,079	221	0	0	1,300	1,079	229	0	0	1,308	8	8	
10513000	Education Capital - Earmarked Capital Receipts	0	0	4,103	0	4,103	0	0	4,103	0	4,103	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	0	50	1,420	2,280	3,750	0	4	1,466	2,280	3,750	(46)	0	
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	(0)	
10036000	Alcester High School Kitchen Extension	0	106	0	0	106	0	101	5	0	106	(5)	0	
10526000	Stratford Bridgetown Primary Extension	104	1,262	884	0	2,250	104	1,417	729	0	2,250	155	0	Variance relates to works being brought forward. There are no financing issues with this acceleration in spending.
10044000	Warwick Newburgh Primary Extension	146	1,420	1,025	0	2,590	146	1,662	782	0	2,590	242	(0)	Variance relates to works being brought forward. There are no financing issues with this acceleration in spending.
10060000	Rugby Oakfield Primary Additional Teaching Space	166	13	0	0	179	166	13	0	0	179	0	0	
10075000	Atherstone Arden Hill Infant and Oakfield Junior	46	591	12	0	650	46	554	50	0	650	(37)	0	
10552000	Southam College All Weather Pitch	25	505	0	0	530	25	511	0	0	536	6	6	
10543000	Southam College Applied Learning Suite	83	1,022	28	0	1,133	83	1,045	5	0	1,133	23	(0)	
10514000	Queen Elizabeth School All Weather Pitch	0	472	0	0	472	0	455	17	0	472	(17)	0	
10016000	Schools Access Initiative 2010/11	329	286	0	0	615	329	205	81	0	615	(81)	0	
10492000	Kitchen And Dining Room Improvement Grant	443	253	0	0	696	443	214	40	0	696	(40)	0	
10968000	Basic Need Design	35	4	0	0	39	35	(31)	0	0	4	(35)	(35)	
10969000	Demolition Of Temporary Classrooms	0	0	100	0	100	0	0	100	0	100	0	0	
10970000	CYPF Capital Minor Projects	0	370	100	0	470	0	262	292	0	554	(108)	84	£261,000 of funding was transferred to schools as devolved, £71,000 more than expected. Additional funding was added to the scheme in 11/12 (S106 and revenue contributions) to finance increased spend
10251000	Stratford High School Extension	4,559	102	0	0	4,661	4,559	3	99	0	4,661	(99)	0	
10240000	Kingsbury Comprehensive School - New Block	1,603	0	0	0	1,603	1,603	0	0	0	1,603	0	0	
10213000	Wellesbourne Primary School - 2 Temporary Classrooms and Extension	1,297	7	0	0	1,304	1,297	(11)	18	0	1,304	(18)	0	
10357000	Rugby Paddox Primary Amalgamation	1,732	118	0	0	1,850	1,732	11	107	0	1,850	(107)	0	Variance relates to delays in settlement of the final account and resolution of defects. There are no financing issues with this delay.
10426000	Rugby Rokeby Junior and Infant Amalgamation	922	28	0	0	950	922	20	8	0	950	(8)	0	
10054000	Kineton High Artificial Turf Pitch 09/10	46	499	0	0	545	46	492	7	0	545	(7)	0	
10051000	Stratford Primary Places The Willows Extension	419	251	4	0	674	419	240	15	0	674	(11)	0	
10072000	Alcester Grammar School Kitchen Improvements	0	13	0	0	13	0	13	0	0	13	0	0	
10049000	Warwick Myton School Kitchen Extension	0	200	0	0	200	0	200	0	0	200	0	0	

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10533000	Rugby Ashlawn School Engineering Workshop	0	0	0	0	0	0	49	0	0	49	49	49	Scheme was initially to be fully transferred to the school as devolved. However, before the final payment was made the school became an Academy which means the final payment is treated as a payment to an external body instead. No change to the project costs or funding arrangements.
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	151	242	7	0	400	151	189	60	0	400	(53)	0	
10525000	Stratford College Engineering and Built Environment	75	675	0	0	750	75	675	0	0	750	0	0	
10510000	North Warwickshire and Hinckley College Engineering and Built Environment Space	1,011	489	0	0	1,500	1,011	486	3	0	1,500	(3)	0	
10300000	Minor Works Unallocated DFC Fund	190	46	0	0	236	190	0	46	0	236	(46)	0	
10058000	Rugby Lawrence Sheriff Cooking Space	335	10	0	0	345	335	10	0	0	345	0	0	
10291000	Schools Minor Capital Works 2008/09	1,511	91	0	0	1,602	1,511	16	75	0	1,602	(75)	0	
11008000	Nuneaton Academy Project Support Funding	57	93	0	0	150	57	93	0	0	150	0	0	
10071000	Alcester High Cooking Space	12	338	0	0	350	12	366	0	0	378	28	28	variance is due to far greater asbestos removal works than anticipated. Additional funding has been applied from the unallocated funds within the L&A capital programme, reducing the funding available for new schemes
10026000	Stratford King Edward VI Cooking Space	115	230	0	0	345	115	230	0	0	345	0	0	
10521000	Warwick Aylesford Language Lab Upgrade	0	0	0	0	0	0	32	0	0	32	32	32	Scheme was initially to be fully transferred to the school as devolved. However, before the final payment was made the school became an Academy which means the final payment is treated as a payment to an external body instead. No change to the project costs or funding arrangements.
10547000	Warwickshire College Land Based Diploma	40	0	0	0	40	40	0	0	0	40	0	0	
10145000	Newbold On Avon, Avon Valley School Improvements - Phase 3 New Build	0	(3)	0	0	(3)	0	(2)	0	0	(2)	1	1	
10349000	Galley Common Infant School, Extension	0	3	0	0	3	0	9	(6)	0	3	6	0	
10262000	Education Modernisation 2009/10	0	2	0	0	2	0	2	0	0	2	0	0	
10218000	Henley-In-Arden High, Specialist Status	0	2	0	0	2	0	2	0	0	2	(0)	0	
10371000	Brookhurst Primary School, Extension	0	0	0	0	0	0	0	0	0	0	(0)	0	
10549000	Nuneaton Hartshill School Kitchen Improvements	0	6	0	0	6	0	6	0	0	6	0	0	
10111000	Nuneaton, Oak Wood School	0	12	0	0	12	0	0	12	0	12	(12)	0	
10089000	Studley Community Infants School - Modernisation	0	22	0	0	22	0	0	22	0	22	(22)	0	
10046000	Stratford Primary Places - Bishopton Extension	0	23	0	0	23	0	28	0	0	28	5	5	
10232000	North Leamington Community School and Arts College and Residential Scheme	0	26	0	0	26	0	0	26	0	26	(26)	0	
10140000	Alcester - St Nicholas School	0	49	0	0	49	0	34	15	0	49	(15)	0	
10506000	Stratford Welcombe Hills Quiet Room and Security	0	59	0	0	59	0	0	59	0	59	(59)	0	
10451000	Stratford Ettington Primary Additional Classroom	0	63	0	0	63	0	5	58	0	63	(58)	0	
11015000	Schools Maintenance And Capacity	0	0	2,135	0	2,135	0	0	2,129	0	2,129	0	(6)	
11103000	Long Lawford Primary (pupil places)	0	0	450	663	1,113	0	226	224	667	1,117	226	4	Variance relates to works being brought forward. There are no financing issues with this acceleration in spending.
11104000	Boughton Leigh Infants (Pupil Places)	0	0	85	463	548	0	93		459	552	93	4	
11102000	Newdigate Primary (Pupil Places)	0	0	250	585	835	0	49	201	585	835	49	0	
11105000	Lillington Primary (Pupil Places)	0	0	320	895	1,215	0	36	284	899	1,219	36	4	
11101000	Nathaniel Newton Infant (Pupil Places)	0	0	50	0	50	0	0	50	0	50	0	0	

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
11064000	The Willows Primary Extension (Pupil Places)	0	247	2,539	56	2,842	0	212	2,574	60	2,846	(35)	4	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	0	44	255	0	299	0	32	271	0	303	(12)	4	
11066000	St Michaels Primary Extension (Pupil Places)	0	83	478	0	560	0	69	491	0	560	(14)	0	
11067000	Camp Hill Primary Extension (Pupil Places)	0	245	1,030	0	1,275	0	120	1,155	0	1,275	(125)	0	Variance relates to delays in start due to design issues. There are no financing issues with this delay.
11068000	Wembrook Primary Reorganisation (Pupil Places)	0	100	255	0	355	0	42	313	0	355	(58)	0	
11069000	Sydenham Primary Extension (Pupil Places)	0	100	1,200	601	1,901	0	23	1,277	605	1,905	(77)	4	
11070000	Emscote Infants Extension (Pupil Places)	0	70	567	19	656	0	33	604	23	660	(37)	4	
11071000	Shipston Primary Alterations (Pupil Places)	0	30	370	5	405	0	12	388	5	405	(18)	0	
11072000	Glendale Primary Alterations (Pupil Places)	0	50	0	0	50	0	48	2	0	50	(2)	0	
11073000	All Saints Junior Extension (Pupil Places)	0	44	556	16	616	0	17	583	16	616	(27)	0	
10481000	Education Modernisation 2010/11	0	221	0	0	221	0	276	0	0	276	55	55	
11074000	School Modernisation Block Header: Repairs and Maintenance	0	1,276	600	0	1,876	0	1,199	387	0	1,586	(77)	(290)	Reduction relates to the transfer of funding to other schemes detailed on this sheet
10436000	Nuneaton Abbey Infant Temp Classroom Replacement	0	0	0	0	0	0	(1)	0	0	(1)	(1)	(1)	
11074020	Leamington SpaTelford Junior School - Roof Replacement (Block 1)	0	0	0	0	0	0	98	0	0	98	98	98	Project was included in Quarter 3 under the block header, now it has been separated per Financial Standing Orders as it is over £100,000. Project is fully financed.
11090000	Nuneaton Milby Primary School - Roof Replacement	0	0	0	0	0	0	130	0	0	130	130	130	Project was included in Quarter 3 under the block header, now it has been separated per Financial Standing Orders as it is over £100,000. Project is fully financed.
10445000	Stratford Provision of Primary Places	0	0	0	0	0	0	2	0	0	2	2	2	
10517000	Rugby St Matthews Bloxham Kitchen Extension	0	0	0	0	0	0	1	0	0	1	1	1	
11074021	Stratford High School - Roof Replacement	0	340	0	0	340	0	347	0	0	347	7	7	
11075000	ICT Block Header	0	350	150	0	500	0	64	436	0	500	(286)	0	Delays in spend due to resource issues (staffing shortages and increased workload) plus some teething problems with the new integrated admin / curriculum servers solution. Spend will take place during 2012/13, there is no financing issue with this delay.
11076000	Schools Access Initiative Block Header	0	70	880	0	950	0	72	878	0	950	2	0	
11112000	Short breaks for Disabled Children (DfE Capital Grant)	0	0	304	0	304	0	0	304	0	304	0	0	
10433000	Education Capital - Unallocated	0	0	102	0	102	0	0	102	0	102	0	(0)	
11108000	Oakfield Primary	0	0	0	0	0	0	1,538	1,162	4	2,704	1,538	2,704	New scheme approved by Cabinet in February 2012
11109000	Basic Need Additional Grant 2012/13			2,664		2,664	0	0	2,664	0	2,664	0	0	
11110000	DfE Basic Need and Maintenance Grant 2012/13			5,000	5,566	10,566	0	0	5,000	5,522	10,522	0	(44)	
11111000	Schools Devolved Capital 2012/13			7,643		7,643	0	0	7,643	0	7,643	0	0	
		<b>43,765</b>	<b>27,868</b>	<b>36,079</b>	<b>11,149</b>	<b>118,861</b>	<b>43,765</b>	<b>27,037</b>	<b>39,808</b>	<b>11,125</b>	<b>121,735</b>	<b>(832)</b>	<b>2,874</b>	

Performance Information

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

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

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

Ref	Measure	2010/11 Actual	2011/12 Target	Year to Date Actual	Year End Alert	Period Actual	Period Alert	Progress to date
M11002	% of 16-18 year olds who are not in education, employment or training (NEET)	5.2	3.6	5.2	▲	4.5	▲	The 2011/12 target for NEETS was 3.6%. This was set in 2004 in a different economic climate and various factors have been played in over the years, hence a paper was taken to Cabinet and it was agreed that the target should be changed from 3.6% to 5.2%. The target for 2012/13 remains as 5.2% as the factors that led it to being changed will probably have even more of a detrimental effect next year due to the cuts etc

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

Ref	Measure	2009/10 Academic Actual	2010/11 Academic Target	2010/11 Academic Actual	2010/11 Academic Alert	2011/12 Academic Target	2011/12 Academic Forecast	2011/12 Academic Alert	Progress to Date
M11003	Number of primary schools performing below the KS2 floor target of 60% for at least two consecutive years	10	9	11	▲	4	4	★	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.
M11004	Achievement gap between pupils eligible for free school meals and their peers achieving level 4 at Key Stage 2	26	20	26	▲	18	26	▲	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.
M11005	Achievement gap between pupils eligible for free school meals and their peers achieving 5 GCSEs A*-C including English and Maths	33	31	33	▲	28	32	▲	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.
M11006	Looked after children achieving level 4 at Key Stage 2 in English	43	55.2	33	▲	69	33	▲	Annual indicator and there are no new results expected for KS2 until at least July 2012
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths	50	55.2	37	▲	78	37	▲	Annual indicator and there are no new results expected for KS2 until at least July 2012
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent	11	27	15	▲	24	14.8	▲	Annual indicator and there are no new results expected for GCSE until at least September 2012
M11009	Number of permanent exclusions from school	75	60	79	▲	50	50	★	
M11010	Achievement of a level 2 qualification by age 19	80	80	80.5	★	80.5	80.5	★	

## APP G - Customer Services - Kushal Birla

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Customer Contact and E-services	2,201	(17)	2,184	2,090	(94)	Delays in key recruitment positions e.g. advisors
One Stop Shops	757	2	759	441	(318)	Projects were delayed pending the results of the Library Transformation Programme including budgeting for the redundancy in Libraries
Registration Services	122	17	139	(106)	(245)	Increase in income generation
Other Customer Services	187	0	187	179	(8)	
Library Services	5,707	70	5,777	6,215	438	
Customer Relations (excluding consultation)	312	0	312	299	(13)	
<b>Net Service Spending</b>	<b>9,286</b>	<b>72</b>	<b>9,358</b>	<b>9,118</b>	<b>(240)</b>	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
CW-CC-02	Library Services reconfiguration	400	400	861	400	861	1,332	1,332	
CW-CC-03	Integrated Model for Communications	52	16	95	18	32	188	32	Communications staff and budgets will be centralised into a single corporate team and a full review undertaken. The communications strategy will be amended to reflect these changes.
CW-CL-01	Restructure Community Safety and Localities management and teams	0	0	18	18	18	0	0	
CW-CL-12	Additional income generation in Equality and Diversity and Complaints Handling (jointly with Customer Services)	0	0	0	0	0	50	50	The current Complaint Handling Review, due to be completed in March 2012 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 focused and what expectations will be of the service.
	<b>Total</b>	<b>452</b>	<b>416</b>	<b>974</b>	<b>436</b>	<b>911</b>	<b>1,570</b>	<b>1,414</b>	
	<b>Target</b>		<b>452</b>		<b>974</b>	<b>974</b>		<b>1,570</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>36</b>		<b>538</b>	<b>63</b>		<b>156</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Final Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10643000	One Stop Shops Expansion Programme 2008/09	32	0	0	0	32	32	0	0	0	32	0	0	
10645000	One Stop Shops Expansion Programme 2009/10	0	0	249	100	349	0	0	249	100	349	0	0	
10641000	2009-10 One Stop Shop Expansion - Leamington Spa	0	0	50	0	50	0	0	50		50	0	0	
10624000	Libraries Radio Frequency Identification	519	306	30	0	855	519	201	135		855	(105)	0	Delay in planned expenditure is due to co-ordinating building works to minimise Library closures.
10627000	Improving The Customer Experience - Libraries	76	(3)	115	0	188	76	16	96		188	19	(0)	
10631000	Library Modernisation Linked to Best Value	0	65	80	155	300	0	0	145	155	300	(65)	0	
11156000	New Vehicles for Libraries						0	17	0	0	17	17	17	Vehicle was purchased instead of leased as per WCC vehicle purchasing policy
11040000	Improving the Customer Experience/One Front Door Improvements	0	0	1,000	2,000	3,000	0	0	1,000	2,000	3,000	0	0	
10334000	Nuneaton and Bedworth Registrars Office - Alterations and Refurbishment	0	1	0	0	1	0	1			1	(0)	(0)	
10644000	County Signage - Improving the Customer Experience	0	2	0	0	2	0	4	0	0	4	3	3	
10155000	Improve Customer Experience in Council Buildings and Disability Discrimination Act Works 2009/10	46	0	250	205	502	46	16	235	205	502	16	0	
11077000	Capital Fund for Community Libraries	0	100	0	0	100	0	67	33	0	100	(33)	0	
		<b>673</b>	<b>471</b>	<b>1,774</b>	<b>2,460</b>	<b>5,378</b>	<b>673</b>	<b>322</b>	<b>1,942</b>	<b>2,460</b>	<b>5,397</b>	<b>(149)</b>	<b>19</b>	

Performance Indicators 2011/ 2012

	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M01000	% Satisfaction level with the quality of services received	59.89 Govmetric 46.00 (2009/10 Place Survey)	60.89	67.9	★	67.9	Overall how satisfied or dissatisfied are you with the quality of service you receive from Warwickshire County Council' Question asked in Citizens Panel: Your Local Area, Crime, Community & Safety and Transport (Sept 2011) Very Satisfied : 6.5% Fairly Satisfied : 61.4%
M01001	% Satisfaction with local area as a place to live		85.7	83.6	●	83.6	
M01002	Number of transactions migrated to a cheaper channel as a result of the one front door project						Progress of work is being monitored via One Front Door Board
M01003	Estimate Savings associated with the above transactions						Progress of work is being monitored via One Front Door Board
M01004	Overall customer satisfaction	59.89	69	60	▲	60	Figure is behind target however during discussions with Govmetric they identified that this was always likely to be the case. Telephone and Face to Face by far exceed the figure however the web is accepted as being an exceptionally low number (across all public sector) as customers are more free to provide feedback and are more likely to be more pointed in their feedback.
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	94.08	80	97	★	97	
M01006	Enquiries by the public resolved at first point of contact - Contact Centre (%)	80	80	79.42	●	79.42	
M01007	Average cost per transaction (CSC)	2.08 6.57		£2.08 £6.57		£2.08 £6.57	No target set £2.08 (incl Switchboard) £6.57 (excl Switchboard) Both excl CECs
M01008	Average cost per transaction (OSS)	6.24		5.47		5.47	No target set £5.47
M01009	Number of clients who take up the 'Tell us once' service	N/A		47		47	No target set - 2011/12 baseline to be established Initial take up after 3 months for all those registering deaths is 47%
M01010	Increased Income generated from Print Unit	N/A					Income generation has increased slightly but not in line with costs to be able to achieve a balanced budget
M01011	% Customer satisfaction with Print Unit	N/A					Date of June 2012 to be agreed for customer satisfaction survey

## APP H - Finance - John Betts

### 2011/12 Revenue Budget

Service	Agreed Budget £	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	766	116	882	799	(83)	A series of relatively minor variations largely as a result of the reorganisation of the Finance Service as a response to the required savings target. Overall the savings target was exceeded, but this was partially offset by pressures elsewhere as the whole staffing structure was reconfigured. The overspend on payroll was due to reduced numbers of schools buying the service back and the overspend on Financial Accounting was due to reduced income from a district council as a secondment has finished. The spend on Restructuring covers estimated redundancy costs, which will be partially offset by the Service Realignment Fund, due to be repaid over the next three years. Within this budget is a control code is a contribution to an equipment reserve paid by all areas of Resources that effectively reduces the overall underspend to £93k.
Budget and Technical	345	0	345	312	(33)	
CIPFA Trainees	91	0	91	59	(32)	
Exchequer Services	404	0	404	488	84	
Financial Accounting	167	0	167	184	17	
Financial Systems	314	0	314	270	(44)	
Improvement and Development	0	0	0	0	0	
Local Finance Team AHCS	1,429	0	1,429	1,375	(54)	
Local Finance Team CWG	132	0	132	149	17	
Local Finance Team CYPF	595	0	595	490	(105)	
Local Finance Team EE	570	0	570	575	5	
Local Finance Team FR	144	0	144	144	0	
Local Finance Team RE	429	(15)	414	477	63	
Local Financial Services	136	0	136	184	48	
Payroll Services	(168)	0	(168)	(171)	(3)	
Pensions	(259)	0	(259)	(259)	0	
Procurement	361	0	361	428	67	
Procurement Efficiency Saving Plan	(100)	0	(100)	(147)	(47)	
Projects	373	0	373	369	(4)	
Treasury Team	122	0	122	122	0	
Restructuring Efficiency/Turnover	202	(202)	0	0	0	
<b>Net Service Spending</b>	<b>6,053</b>	<b>(101)</b>	<b>5,952</b>	<b>5,848</b>	<b>(104)</b>	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action	
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000		
RE-FI-01	Financial process efficiencies - savings will result from the implementation of new corporate financial systems and the upgrade/development of supporting systems.	340	340	1,125	1,125	1,125	1,850	1,250	Currently held vacancies and voluntary redundancies delivered the savings for 2011/12. It is anticipated that turnover and further (as yet unidentified) savings will contribute towards the 2013/14 target, but these haven't been firmed up, as we work through the existing implications of a transformation programme for the finance service. The savings target has been increased in effect by the loss of trading income from schools and the loss of one-off grants.	
RE-FI-03										Shared financial services
RE-FI-04										
	<b>Sub total</b>	<b>340</b>	<b>340</b>	<b>1,125</b>	<b>1,125</b>	<b>1,125</b>	<b>1,850</b>	<b>1,250</b>		
	<b>Target</b>		<b>340</b>		<b>1,125</b>	<b>1,125</b>		<b>1,850</b>		
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>600</b>		

### 2011/12 to 2013/14 Capital Programme

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

## Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M02000	Net variation to budget	0.5					• Awaiting Q4 financial outturn report
M02001	Corporate revenue & capital spending plan & forecasts produced by due date	Yes	Yes	Yes	★	Yes	• This target has been met, but issues around restructuring the financial systems and resolving outstanding virements has meant this has been significantly more time-consuming than envisaged.
M02002	% suppliers paid within 30 days from October 2011		96	?			• Measuring will commence from April 2012
M02003	Debt Outstanding as a proportion of invoiced income	5.2	4	2.86	★	2.86	
M02004	External audit opinion and Accounts approved by members by due date	Yes	Yes	Yes	★	Yes	• Completed with an unqualified opinion.
M02005	Service & financial plans aligned for Property, ICT & Finance Services & quarterly performance reports produced by due date	Yes	Yes	Yes	★	Yes	• Service and financial plans are now being reported across the whole organisation.
M02006	Proportion of payroll deadlines met	93	100	100	★	100	• Quarterly data
M02007	Proportion of payroll accuracy	99.97	100	100	★	100	• Quarterly data
M02008	Forward procurement plan agreed and updated to timetable	N/A	Yes	Yes	★	Yes	• Of the 45 projects in the strategic programme, 20 have been completed, 7 are in progress and the remaining 16 have been deferred by the Service dept. Of the 57 projects within the tactical programme, 22 have been completed, 11 are in progress, 14 have been deferred by Service dept and 10 - no progress
M02009	Return on LGPS investments	1.3		5.99		5.99	
M02010	Borrowing Rate for long term funds (below PWLB average)	Below PWLB average		3.76		3.76	
M02011	Key projects (including sub regional) soundly based financially & delivered to budget	100	100	100	★	100	• All projects delivered to budget
M02012	Critical financial processes identified and services standards agreed	N/A		No		No	• Financial processes are being redefined and implemented and a draft "Core Offer" has been generated, but this has not yet been signed off
M02013	Reports on the budget process (to Members & SDLT) provided within an agreed timetable	Yes	Yes	Yes	★	Yes	
M02014	Treasury Management strategy produced that supports the MTFP by March 2012	Yes	Yes	Yes	★	Yes	• 12/13 Strategy approved by Council on 27 March 2012.
M02015	Medium term financial savings plan on behalf of each service developed by March 2012	N/A	Yes	Yes	★	Yes	• Financial savings plans have been rolled forward (or have been re-profiled) as part of the 2012/13 budget setting process.
M02016	Phase 1 of the Agresso project implemented by January 2012	N/A	Yes	Yes	★	Yes	• Phase 1 implemented (in terms of the major components are up and running - bank reconciliation, sales to cash, procure to pay, general ledger). However, still more work required on other aspects of the system (e.g. capital and
M02017	Key commissioning proposals based on sound costings	N/A	Yes	Yes	★	Yes	• Financial information has been produced on time for all reviews to date, but more work is required on formal proposals for costing as options appraisals are worked through.
M02018	A new financial management competency framework for cost centre managers defined and implemented by Sept	N/A	Yes	No	▲	No	• This hasn't been completed - it is predicated on a clear set of service standards and available training and until that is delivered it would be unfair to impose a new competency framework.
M02019	An offering to schools developed in line with the corporate decision on trading with school by Oct 11	N/A	Yes	Yes	★	Yes	• A new offer on both Payroll (including input for academies) and on School Finance support is in place for implementation or offer during 2012/13 or for 2013/14 marketing.
M02020	A structure, vision & competency framework for Finance implemented by December 11	N/A	Yes	No	▲	No	• Structure for 2011/12 has been successfully implemented. A draft vision has been finalised, but a competency framework still needs to be developed.
M02021	Benchmarks identified for key finance processes and activities by March 2012	N/A	Yes	Yes	★	Yes	• Some high level key benchmarks are in place (e.g. budget setting and production of Statement of Accounts), but more granulated benchmarks at operational level still need to be developed.
M02022	Deliver Finance Service within the set budget	Within budget	Yes	Yes	★	Yes	• Delivered (given substantial redundancy costs also picked up).
M02023	Benefits from procurement activity for WCC, annual benefits reports produced	N/A	Yes	Yes	★	Yes	• ESPO report available, as is reporting on sub regional procurement
M02024	Benefits from sub-regional procurement activity for WCC, annual benefits reports produced	N/A	Yes	Yes	★	Yes	• Report completed - still to be reported
M02025	Corporate financial shocks from transformational projects identified in a timely fashion, reported, minimised & mitigated	N/A	Yes	Yes	★	Yes	• There have been no major financial shocks during 2011/12.
M02026	Efficiencies from Agresso implementation delivered and documented	N/A	Yes	Yes	★	Yes	• Partially Achieved, although the major components of the system are in place, we have not yet exploited all of the efficiencies.
M02027	Impact of P2P implementation on suppliers: No significant adverse impact or publicity	N/A	No	Yes	▲	Yes	• There was initially some backlog on supplier payments, but with the expansion of the scanning team this has been resolved.

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M02028	The agreed Budget reflects corporate priorities	Yes	Yes	Yes	★	Yes	• Budget resolution explicitly linked to corporate priorities (particularly around the capital programme).
M02029	Finance overall score from members survey	N/A	90		?		• Awaiting results of the Resources Group Members Survey.
M02030	Overall score from Heads of Service & Strategic Directors on support provided (quality measures)	N/A	80	61.42	▲	61.42	• Data taken from RE Managers Customer Survey (the survey does not distinguish between HoS, SD or CCM)
M02031	Overall score from Cost Centre Managers on support provided (quality measures)	69	75	61.42	▲	61.42	• Data taken from RE Managers Customer Survey (the survey does not distinguish between HoS, SD or CCM)
M02032	Overall opinion from users on financial systems (meets my needs)	N/A	70	45	▲	45	• Data taken from RE Managers Customer Survey
M02033	Overall opinion from customers of pensions services (meets my needs)	N/A		63		63	• Data taken from RE All users Customer Survey
M02034	Buy back from schools for revised finance service	N/A	97				• Buy back from schools was in line with budget set. Budget of £1,174,073 , Actual of £1,176266
M02035	Buy back from schools for revised payroll service	N/A		98		98	• Buyback remained constant at 98%.
M02037	% of staff receiving an appraisal	72.16	100	71.84	▲	71.84	• Data taken from staff within the Resources Appraisal Database. Note that the centralisation of Finance staff during
M02038	% staff actively engaged in training & development (more than 5 days training in the year)	N/A	80				• Individual training logs not completed at present, so only average number of training days can be provided: 2.98%
M02039	Improve staff morale score for finance from staff survey	N/A					• Not reported this year, next staff survey due June 2012

#### Risk

	Risk Title	Net Risk Level	Comments / Further actions being taken
Finance	Unable to provide an effective service	12 (R)	Ongoing monitoring of pressures on individuals; Processes are being reviewed for improvement; Work streams deliver more effective ways of working; Service offer rations what can be delivered. <i>Note: resource constraints preclude being able to manage this risk any further.</i> New structure charts and email correspondence to staff (outlining the new structure) - see staffing chart in 2012 business plan; Finance Transformation Workstream documentation and reports to the Finance Management Team shows progress on process review; Budget risk analysis was undertaken as part of the staffing restructure

## APP I - Human Resources and Organisational Development - Bob Perks

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Human Resources Service Centre	928	6	934	999	65	The underspend for HR and OD this year arises largely because of the early realisation of savings. The opportunity has been taken where staff resign or retire of deleting those posts as a means of avoiding redundancy at a later date.
Advisory Service	866	0	866	761	(105)	
Specialist Services	610	404	1,014	899	(115)	
Learning and Organisational Development/Business Partnerships	1,051	(397)	654	613	(41)	
Pay and Conditions and Workforce Strategy	704	6	710	672	(38)	
Equalities	188	24	212	187	(25)	
Interpretation and Translation Service	85	0	85	40	(45)	
Legal Costs & Staff Cover for Union Duties	226	(226)	0	0	0	
<b>Net Service Spending</b>	<b>4,658</b>	<b>(183)</b>	<b>4,475</b>	<b>4,171</b>	<b>(304)</b>	

### 2011/12 to 2013/14 Savings Plan

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

Performance Indicators 2011/2012

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M03000	% satisfaction that the council is a good employer	73	74				• Indicator not reported this year, staff survey to take place June 2012
M03001	% staff who are flexible workers						• Method for collecting data has now been agreed. Development work in HRMS required to set up new fields, and to implement latest org structure changes.
M03002	% staff believe the County Council is an equal opportunities employer	86					• Indicator not reported this year, staff survey to take place June 2012
M03003	% compliance with HR Service Centre SLA targets	95		94		94	No target set. Almost all pay related transactions are delivered within SLA targets, however non-pay related e.g. issuing terms and conditions of employment have been an issue this year.

## APPJ - Information Assets - Tonino Ciuffini

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	155	(15)	140	167	27	Difference due to new rent for CBC Building - need to formalise for 2012/13 onwards
Members Support	98	0	98	96	(2)	
ICT General Unit Charge	(2,709)	0	(2,709)	(2,753)	(44)	End of year purchases elements needed to be coded to new year
Strategy and Programme	604	0	604	524	(80)	Vacancies not filled in last quarter or so of the year
Corporate ICT Development	1,491	1	1,492	1,355	(137)	Underspend due to delays in development projects
R&D Infrastructure Projects	636	0	636	655	19	
Customer and Supplier Services	1,504	0	1,504	1,444	(60)	Major area is income on recharge accounts
Production Services	1,976	0	1,976	1,953	(23)	
System Centre	1,802	0	1,802	1,592	(210)	Vacancies and delays in recruitment although agreed to utilise underspend towards Google Project
Schools and Network Team	787	0	787	765	(22)	
Information Management	298	(2)	296	287	(9)	
<b>Net Service Spending</b>	<b>6,642</b>	<b>(16)</b>	<b>6,626</b>	<b>6,085</b>	<b>(541)</b>	

### 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	183	183	180	183	183	193	193	Savings already planned for, taken and removed from 2011/12 budget left at 2011/12 level
RE-IT-04	Stopping the ICT Training initiative	0	0	50	0	0	50	0	Have agreed and identified an alternative area for saving as need for this service has grown and is required to deliver wider ICT objectives through improved staff training. Original saving will therefore not be delivered.
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	0	0	0	125	125	250	250	Service changes have been identified that help establish 2013/14 savings and releases some savings earlier in 2012/13 but we may need to identify additional areas to identify full 2013/14 savings target. Note savings already identified and taken from 2012/13 budget.
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	250	250	650	550	550	800	800	For 2012/13 additional £200,000 taken via planned via ICT Development fund reduction, and further £74,000 via changes following retirement of Systems Centre Manager. Still a significant target to be identified to meet 2013/14 target, although it should be noted that 2012/13 savings have already been identified and taken from the budget.
CW-CC-05	Transformation of Corporate Governance support	0	0	10	10	10	10	10	Will be delivered via combination of restructuring in Information Governance, and reduced expenditure. Note savings already been identified and taken from 2012/13 budget.
New	Printing Savings	0	0	0	22	22	0	50	Additional savings to replace RE-IT-04 "Stopping the ICT training initiative"
		<b>433</b>	<b>433</b>	<b>890</b>	<b>890</b>	<b>890</b>	<b>1,303</b>	<b>1,303</b>	
	<b>Target</b>		<b>433</b>		<b>890</b>	<b>890</b>		<b>1,303</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
10363000	Property Systems Development	71	0	129	0	200	71	0	129		200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	287	233	0	0	520	287	293			580	60	60	At Q3 review there were 2 disputed invoices which have now been paid. The position at the time was therefore understated by £50k. Extra revenue funding has been applied.
10321000	Human Resource Management System - Replacement	0	8	0	0	8	0	8		8	0	0		
10967000	Saltisford Data Centre Improvements and Relocation	0	12	0	0	12	0	6	6	12	(6)	0		
11146000	Infrastructure E- government 2011/12	0	346	0	0	346	0	289	57	346	(57)	0		
<b>Total Spend</b>		<b>358</b>	<b>599</b>	<b>129</b>	<b>0</b>	<b>1,085</b>	<b>358</b>	<b>596</b>	<b>192</b>	<b>0</b>	<b>1,146</b>	<b>(3)</b>	<b>60</b>	

Performance Information 2011 / 2012

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M04013	Customer satisfaction as measured by SOCITM Customer Satisfaction Survey or use of similar question	n/a	5.45	5.42		5.42	• Score of 5.42 has moved WCC into the upper quartile for 2011/12 Survey, 5.45 was previous target set by SOCITM to reach upper quartile adjusted to 5.42
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	93.9	96	94.6		94.6	Although we have missed the target this is still a very satisfactory score particularly when taken with the SOCITM score above and the fact that we have slightly increased
M04015	Customer satisfaction with the speed of resolution as measured by ICT Service Desk Survey	90.7	96	93.1		93.1	Although disappointing that we have missed the target, score still pleasing with resourcing challenges as this area did see reduction in staffing levels in 2011/12 to deliver savings target and increased demand due to Property Rationalisation. Also it has increased from the previous year.
M04016	Customer satisfaction with staff's ability to understand customers' problems as measured by ICT Service Desk Survey	95.8	96	96.2		96.2	
M04017	Customer satisfaction with the informative nature of staff as measured by ICT Service Desk Survey	96.3	96	97.3		97.3	
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	0	3	0		0	Zero complaints were received via the Corporate Complaints System. 22 complaints/dissatisfaction responses were recorded via our customer survey approach
M04019	Customer satisfaction as reported via compliments (formally recorded via the Corporate Complaints System)	0	12	0		0	Zero compliments were received via the Corporate Complaints System. 155 compliments/ positive responses were recorded via our customer survey approach or emails
M04020	% increase utilisation of the Learning Platform by pupils, staff, parents and global communities	n/a	5	8		8	
M04021	% of schools and other agencies continue to subscribe to Learning Platform services provided through WCC	n/a	60	78		78	
M04011	Management of ICT Service Group Budgets % variation from Budget	n/a	In budget and <2% underspend	-4.5		-4.5	The Service ICT Budgets were managed within budgets but saw a just over 4% underspend primarily due to vacancies and delays in roll-out of the Google Project
M04012	Management of Corporate ICT Budgets % variation from Budget.	n/a	In budget and <2% underspend	-4		-4	The Unit charge and Corporate ICT Development both managed within budgets but saw a just over 4% underspend primarily due to delays in Corporate ICT Development Budget projects
M03001	% staff who are flexible workers	n/a	n/a	n/a		n/a	Figures not available for 2011/12. Method for collecting data has now been agreed. Development work in HRMS required to set up new fields, and to implement latest org structure changes. But in any case IA can only really be held accountable for IA staff figures

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M04000	Percentage ICT developments completed to budget and time as part of the one front door project	n/a	100	n/a		n/a	For all three of these KPIs it was recognised early in the year that the scope of the projects would not provide targets to be measured against. Progress in this area was reported to the Board in the early part of the year, and to Corporate Board as part of overall Corporate ICT Development Fund Report.
M04002	No of transactions migrated to a cheaper channel as a result of the one front door project	n/a	n/a	n/a		n/a	
M04003	Estimate savings associated with the above transactions	n/a	n/a	n/a		n/a	
M04004	% of support calls resolved at the point of contact	62.5	60	60		60	Target met but slight fall from previous year due to nature of calls to the Service Desk
M04005	% of support calls resolved with 4 Hours	67.9	70	68.3		68.3	Again disappointing that we have missed these targets, score still pleasing with resourcing challenges as this are did see reduction in staffing levels in 2011/12 to deliver savings target and increased demand due to Property Rationalisation. Both showed minor increases
M04006	% of support calls resolved with 8 Hours	74.6	77	75		75	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0.09	18	0		0	Excellent news reflected in SOCITM Customer Satisfaction Survey
M04008	Unavailability of network to > 20% of users (SOCITM Level 2 KPI 15)	15.59	24	0		0	Excellent news reflected in SOCITM Customer Satisfaction Survey
M04009	No findings of maladministration or other adverse outcomes against the Council from other legal challenges including number of DPA, EIR & FOI breaches or adverse judgements	3	0				• Data is maintained by the Law & Governance Unit.
M04010	% of DPA, EIR and FOI requests responded to within agreed timescales	95	90				• Data is maintained by the Law & Governance Unit.
M04022	% staff receiving an appraisal (applies to staff working for us for 6 months or more in the year) based on those on the appraisal database. Does not included formers Schools Team information.	96.25	100	64.5		64.5	Data taken from staff within the Resources Appraisal Database. Do not believe this reflects full position. Will be adopting Corporate system for 2012/13
M04023	Average number of staff training days (office-based staff)	1.94	n/a	0.66		0.66	Do not believe this reflects full position of training for 2011/12. Need to revisit figure and recording method.
M04024	Average number of days sick per year (FTE working days lost per FTE)	n/a	n/a	6.04		6.04	• HRMS does not reflect the new structure this data has been build using the supervisor hierarchy so is as accurate as possible until this structure is reflected within the system.
M04025	Average spells of sickness per year (episodes per employee)	n/a	n/a	1.72		1.72	• HRMS does not reflect the new structure this data has been build using the supervisor hierarchy so is as accurate as possible until this structure is reflected within the system.

## APP K- Law and Governance - Greta Needham

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Governance and Members Services	703	(5)	698	535	(163)	Planned savings achieved earlier than scheduled through a total restructure of Democratic Services and the creation of generic Democratic Services Officer posts. Also delayed recruitment into vacancies in the new structure and a planned delay in expenditure.
Legal Services	(411)	6	(405)	(392)	13	We are in the process of carrying out a comprehensive internal service review of Legal Services as part of our proposals to modernise the service, and secure efficiency gains for the Council resulting in improved value for money. Time taken by fee earners in carrying out this review has impacted on our ability to generate additional income.
Insurance, Internal Audit and Risk Management	488	9	497	530	33	The levels of additional income from lower insurance premiums and other income has not materialised
Law and Governance Administration	1	0	1	7	6	One-off contribution for the provision of bad debts for L&G
Legal Core	444	(1)	443	434	(9)	
Risk Management (Insurances)	160	(160)	0	0	0	
<b>Net Service Spending</b>	<b>1,385</b>	<b>(151)</b>	<b>1,234</b>	<b>1,114</b>	<b>(120)</b>	

### 2011/12 to 2013/14 Savings Plan

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

Performance Indicators 2011/12

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M05000	The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes		Yes	• Clean opinion given on AGS by external auditors
M05001	% corporate governance action plan completed.		80	80		80	In terms of awareness raising we delivered a successful corporate governance intranet week in addition to our ongoing monthly programme of intranet articles and our Do the Right Thing training. We have also reviewed the Public Interest Reporting Code and continue to meet regularly with the Corporate Governance Champions. For the remainder of this financial year we will concentrate on the other areas including continuing to progress the e-learning solution for delivery
M05002	% of staff and members who believe the Council encourages high standards of conduct	74.7	75				• Indicator not reported this year, next staff survey due June 2012
M05003	Corporate Contract Standing Orders reviewed by October 2011		Yes	No		No	• Report to be submitted to be September Council meeting.
M05004	Council's approach to Corporate Governance issues reviewed by December 2011		Yes	Yes		Yes	This links to the Corporate Governance Action Plan (M05001) progress above. The key outstanding action in this Action Plan is the development of the E-learning software package for Corporate Governance - see above
M05005	Procurement & Contracting Review undertaken by December 2011		Yes	Yes		Yes	• We have reviewed nearly all the main key areas and a substantial number of contracts, revised guidance and precedents which are now available to the Procurement Team. At the end of Q3 the main category of contracts which remained outstanding related to Adult Social Care contracts. This area is now largely complete with only residential care outstanding.
M05006	School Governance Service restructured in accordance with agreed action plan to deliver 30% savings by 2013		Yes	Yes		Yes	• Completed
M05007	% Warwickshire maintained schools purchasing the Warwickshire School Governor Development Programme.	73.00 (09/10)	85	75		75	• This is % of maintained schools buying an annual subscription, which will now remain static, but if schools purchasing on a buy as you go basis were included, the figure would be 82.5%
M05008	% governing bodies access school governance services via Schools Learning Platform		50				• The IT does not allow us to link governors' access to the Learning Platform with the schools they come from so it is not possible to provide this data.
M05009	% Academies and free schools purchasing Governor Development Services.		25	20		20	
M05010	% of subscribing governing bodies where Ofsted Grades Governance is Grade 3 (satisfactory) or better	100	100	99		99	• Out of 111 subscribing schools inspected between April and December 2011, 110 were graded 3 or higher. From January 2012 the OfSTED framework changed and does not grade governance separately
M05011	Marketing Strategy/Action Plan for School Governance in place		Yes	Yes		Yes	• This was part of the business case submitted to the WES Board
M05012	Adequate staffing in place to meet Legal external income targets		Yes	Yes		Yes	Locum staff are employed where there are additional pressures to ensure achievement of external income targets.
M05013	% Legal Service fee earner utilisation	80	82	79		79	• The Legal Services Review incorporates a fundamental review of charging mechanisms, which when adopted in 2012/13 will set realistic utilisation rates across all fee earner levels.
M05014	% Legal Services Review delivered.		100	70		70	The legal service review timeframes have been amended to ensure that the review ambit and methodology is compatible with the corporate review programme. This has caused some slippage. The review programme is made up of 11 workstreams consisting of all aspects of legal services from culture change through to ICT infrastructure. Major achievements in 2011/12 include the development of standard process flows, improved management information and billing reports, wider flexibility of billing options and the first steps towards electronic file management and paper light

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M05015	% Action Plan to achieve full implementation of Visualfiles delivered.		100	80		80	Excellent progress has been made with the implementation of Visualfiles; with much improved billing and reporting facilities and significantly increased uptake. The next stages rely on moving towards scanning of documents and a further push on fee earners creating workflows to ensure best use of the system's capabilities.
M05016	% satisfaction with Legal Services, rating service as good or excellent.	96.05	90	98.64		98.64	• Data taken from Client Feedback Forms.
M05017	% of total LBU income generated from external customers		15	14		14	• 14% of total Legal Services income in 2011/12 generated by external customers.
M05018	Reduction in Regulatory Framework breaches (i.e. No finding of maladministration or other adverse outcomes against the Council from other legal challenges including number of DPA, EIR or FOI breaches/adverse	3 notices of breach issued					Final figures currently not available. One compensation payment approved by Regulatory Committee Dec 2011 following LGO investigation of matter dating back to May 2006. No formal adverse findings by ICO.
M05019	% reduction in the Council's Legal Bill		5				• Awaiting outturn report
M05020	Marketing Strategy/Action Plan agreed for Legal Services		Yes	Yes		Yes	• Draft Marketing Strategy developed. Now being taken forward as part of Legal Services Review
M05021	Action Plan to deliver a streamlined and robust regulatory framework in place and monitored with Council Groups by July 2011		Yes				• This links to the corporate governance action plan above and the development of the e-learning package. Corporate frameworks are also under review to set timescales. Significant work has been carried out in relation to FOI and Contracting with new training packages and advice developed in both areas. Procurement and health and safety e-learning packages will fall under one banner. Managing and tracking complaints and FOI requests can hopefully be consolidated through the purchase of new software packages (responsibility for which lies elsewhere)
M05022	Further Shared Service/Collaborative Working opportunities identified and action plan (Legal Services, Schools Governance & Risk and Assurance in place by October 2011		Yes	Yes		Yes	Draft action plan developed. Legal Services were successfully appointed to the Coventry Legal Framework Panel following a formal tendering process. A Business Case has been submitted for Warwickshire/West Mercia Police Legal Work to the Strategic Alliance. WDC have asked Law & Governance to explore a shared Democratic Service. Discussion underway re provision of internal audit services to the Warwickshire/West Mercia Police Strategic Alliance.
M05023	Democratic Services restructured in accordance with agreed action plan to deliver 30% savings by 2013		Yes	Yes		Yes	Three year savings target achieved in the first year, with a recognition that remaining resources will need to be carefully managed and allocated going forward in order to deliver the service effectively.
M05024	CMIS (inclusive of Business Manager module) fully implemented, replacing the existing Committee administration system by December 2011.		Yes	No		No	Although CMIS database is in place, the Business Manager Module has been delayed to allow further development to include two approval points for final reports. On track to be implemented by 1st June 2012.
M05025	Independent review undertaken of good and bad scrutiny by May 2011		Yes	Yes		Yes	Scrutiny Improvement Support Project proposals developed by Centre for Public Scrutiny and workshop held with Elected Members on 14 March 2012. Reports from CfPS received and recommendations to be shared with Leaders Liaison Group in April.
M05026	Action Plan agreed to deliver a sharper, more responsive, outcome focussed scrutiny programme in light of independent review findings by July 2011		Yes	No		No	This is part of review with CfPS to be completed March 2012
M05027	Impact of Scrutiny improves service delivery		Yes				• We do not have measure for this - aside from the acceptance of recommendations by Cabinet. A more robust approach to follow up and challenge of implementation of recommendations is part of improvement plan for 2012/13.
M05028	% of the agreed WCC internal audit plan delivered	98.74	85	101		101	Target over-achieved.
M05029	% Group Business Unit Risk Registers aligned with Council's new structure by December 2011	100	100	100		100	• All business unit risk registers submitted as part of business plans.

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M05030	% Attendees on risk training courses confirm the training has met their needs	80	80	87	★	87	Target achieved.
M05031	Annual review of the Corporate Strategic Risks undertaken by March 2012	Yes	Yes	Yes	★	Yes	• Completed - Results of review initially reported to September 2011 Audit & Standards Committee with an update to the February 2012 meeting.
M05032	% Roll-out of Magique Risk Management software to key users by March 2012	80	80	100	★	100	• Both 1:1 and classroom based training has been undertaken in 2011/12 and all key users have been trained to administer the risk registers they are responsible for on the system.
M05033	Maintain Excel Accreditation	Yes	Yes	Yes	★	Yes	• LEXCEL Assessment outcome very successful and accreditation awarded.

## APP L - Physical Assets - Steve Smith

## 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	316	(13)	303	339	36	
Facilities Management General	0	0	0	0	0	
Maintenance Team - HQ Support	98	0	98	98	0	
Maintenance Team - Engineers	(6)	8	2	(153)	(155)	) The combined balance of these ) 4 budgets for Maintenance and
Maintenance Team - North	(6)	2	(4)	64	68	
Maintenance Team - South	(14)	3	(11)	(81)	(70)	) Minor Works equates to a £4k
Structural Maintenance (inc. Landlord/Indemnity/Devolved)	2,565	0	2,565	2,726	161	) manageable overspend
Specialist Technical Services (STS)	(20)	0	(20)	82	102	Cost to decommission the service including redundancies
Energy Management	846	0	846	214	(632)	Comprises the CRC underspend to be returned to Corporate Reserves, and the Salix Fund into Earmarked Reserves
Strategic Asset Management	227	0	227	255	28	Redundancy cost
Estates	290	0	290	268	(22)	Increased income performance due to property disposals
Surplus Properties	176	0	176	111	(65)	Managed reduced costs in holding surplus properties
Corporate Facilities	817	21	838	736	(102)	Vacancies held, particularly in Facilities Support posts
Property Support	329	0	329	286	(43)	
Property Rationalisation Project	(509)	509	0	0	0	
Property Rationalisation Project - Revenue one off expenditure	0	0	0	43	43	Required to enable property disposals. Most other of this expenditure contained with maintenance budgets
CYPF Premises Team	173	0	173	129	(44)	) These 2 budgets comprise the rationalising ) of the team and the cost of redundancies
Warwickshire Education Service Premises & Safety	0	0	0	65	65	
Design and Construction	(498)	0	(498)	(347)	151	Comprises a £30k overspend, plus the remainder in a contribution to fund other schemes.
Catering	(302)	104	(198)	(541)	(343)	Increased trading days enable the underspend to go into the Equalisation Reserve to fund next years decreasing trading days
Cleaning	(159)		(159)	(373)	(214)	Cost of the removal of management posts plus the increased level of income from trading with schools
Smallholdings	(301)	5	(296)	(284)	12	
Property Services transfer to Resources	(104)	104	0	0	0	
<b>Net Service Spending</b>	<b>16,220</b>	<b>(1,342)</b>	<b>14,878</b>	<b>13,161</b>	<b>(1,717)</b>	

## 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13		2013/14		Reason for Variation and Management Action	
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000		Forecast Outturn £'000
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation as well as the rationalisation of professional support	769	769	2,727	769	1,990	4,376	3,592	Budgets approved at February 2012 Full Council included a rephasing which enables the shortfall of £784k to be found in 2014/15.
EE-ER-03/4	Rural Services: Review of rents and income generation	27	27	40	0	40	45	45	
	<b>Total</b>	<b>796</b>	<b>796</b>	<b>2,767</b>	<b>769</b>	<b>2,030</b>	<b>4,421</b>	<b>3,637</b>	
	<b>Target</b>		<b>796</b>		<b>2,767</b>	<b>2,767</b>		<b>4,421</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>		<b>1,998</b>	<b>737</b>		<b>784</b>	

## 2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
<b>Building &amp; Construction</b>														
10160000	Warwick, Shire Hall Refurbishment/Redevelop Office Space	271	344	0	0	615	271	246	0		517	(98)	(98)	Underspend to move to Property Rationalisation Programme
10159000	Major Structural Works Shire Hall Complex	0	23	0	0	23	0	0	0	0	0	(23)	(23)	Underspend to move to Property Rationalisation Programme
10292000	Improving the Customer Experience in WCC buildings & Disability Discrimination Act works 08/09	245	196	220	0	661	245	(5)	0	240	(201)	(421)	Block Header consolidated into Property Rationalisation Programme	
10342000	Warwick, Northgate House Conversion	1,600	244	0	0	1,843	1,600	149	95	1,844	(95)	0		
11041000	Rationalisation of the Council's Property	0	977	2,000	900	3,877	0	56	3,359	900	4,315	(921)	438	Change in profile of works and consolidation of other budgets
11097000	Stratford upon Avon Elizabeth House - alterations re property rationalisation	0	0	0	0	0	0	88		88	88	88		Funded from Property Rationalisation Programme
11059000	Warwick Shire Hall Relocation Of Warwick Library	0	1,800	0	0	1,800	0	1,759	41	1,800	(41)	0		
10971000	Aylesford Flood Alleviation Scheme contribution	0	0	925	0	925	0	0	925	925	0	0	0	
10972000	Planning Consent for Europa Way	0	0	125	0	125	0	1	124	125	1	0	0	
11078000	Warwick Saltisford Office Park - Alterations to increase	0	546	0	0	546	0	550		550	4	4		
11041003	Nuneaton Library	0	98	0	0	98	0	34	64	98	(64)	0		
11053000	Sparrowdale Special School Demolition Works	0	194	0	0	194	0	206		206	12	12		
11122000	Nuneaton Academy Redevelopment	0	80	5,022	4,601	9,703	0	105	4,997	4,601	9,703	25	0	
11134000	Old Shire Hall			60	690	750			60	690	750	0	0	
11131000	St John's replacement of temporary learning facility			170		170			170		170	0	0	
<b>Structural Maintenance</b>														
10290000	Major Structural Maintenance - Base Programme 2008/09	0	(15)	0	0	(15)	0	(7)		(7)	8	8		Change in profile of works
10408000	Safe Water - Base Programme 2009/10	0	(7)	0	0	(7)	0	(7)		(7)	(0)	(0)		
10487000	Safe Water - Base Programme 2010/11	0	0	0	0	0	0	(18)	0	(18)	(18)	(18)		
10398000	Rewiring - Base Programme 2009/10	0	3	0	0	3	0	3		3	(0)	(0)		
10496000	Removal and Treatment of Asbestos - Base Programme 2010/11	0	0	0	0	0	0	4		4	4	4		
10498000	Rewiring - Base Programme 2010/11	0	29	0	0	29	0	16	0	16	(13)	(13)		
10499000	Structural Maintenance 2010/11 (revenue funded)	0	0	0	0	0	0	(13)	13	0	(13)	0		
10502000	Fire Precautions - Base Programme 2010/11	0	39	0	0	39	0	40		40	1	1		
10501000	Boiler Replacement - Base Programme 2010/11	0	0	0	0	0	0	17		17	17	17		Projects brought forward due to release from sensitive buildings list
10394000	Structural, Mechanical and Electrical Maintenance & Fire Precaution - backlog reduction 2009/10	0	(10)	0	0	(10)	0	(7)		(7)	3	3		
10406000	Removal and Treatment of Asbestos - Base Programme 2009/10	0	0	0	0	0	0	(3)		(3)	(3)	(3)		
10391000	Non-schools Remedial Safe Water	0	(1)	0	0	(1)	0	(6)		(6)	(5)	(5)		
10483000	Small Scale Reactive Property Maintenance - Base Programme 2010/11	343	115	0	0	459	343	72	0	415	(43)	(43)		
10392000	Fire Precautions - Base Programme 2009/10	269	0	0	0	269	269	(2)		267	(2)	(2)		
11042000	Structural Maintenance 2011/12 - revenue funded	0	286	0	0	286	0	222	64	286	(64)	(0)		
10397000	Major Structural Maintenance - Base Programme 2009/10	1,222	(6)	347	0	1,563	1,222	(10)	0	1,212	(4)	(351)		Underspend to move to Non-Schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance
10474000	Major Structural Maintenance (non-schools) Base Programme 2010/11	1,029	188	0	0	1,217	1,029	186		1,215	(2)	(2)		
10475000	Non-schools Remedial Safe Water 2010/11	451	15	0	0	466	451	(3)	3	451	(18)	(15)		
11028000	Non-schools Capital Asbestos and Safe Water Remedial Works	0	293	145	0	438	0	314	124	438	21	0		
11032000	Non-schools Capital Asbestos and Safe Water Remedial Works			305		305	0	0	305	305	0	0		
11036000	Non-schools Capital Asbestos and Safe Water Remedial Works				305	305	0	0	305	305	0	0		
11062000	Warwick Shire Hall - Water Hygiene Improvements Phase 3	0	121	0	0	121	0	139		139	18	18		
10493000	Non-schools Maintenance Backlog 2010/11	680	29	0	0	709	680	35		715	6	6		
11063000	Exhall Cedars Infant School - Roof Replacement	0	141	0	0	141	0	139		139	(2)	(2)		
11029000	Non-schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance	0	2,111	199	0	2,310	0	1,425	931	2,356	(686)	46		Change in profile of works
11033000	Non-schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance			2,472		2,472	0	0	2,472	2,472	0	0		
11037000	Non-schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance				2,472	2,472	0	0	2,472	2,472	0	0		
11029005	Warwick Barrack Street Block - Phase 2 Cathodic	0	186	0	0	186	0	166		166	(20)	(20)		
11030000	Schools Capital Asbestos and Safe Water Remedial Works	0	1,380	0	0	1,380	0	1,237	143	1,380	(143)	0		Individual project established for Exhall Ash Green School and previous years' carry forward consolidated
11034000	Schools Capital Asbestos and Safe Water Remedial			1,265		1,265	0	0	1,265	1,265	0	0		

11038000	Schools Capital Asbestos and Safe Water Remedial			1,265	1,265	0	0		1,265	1,265	0	0
----------	--	--	--	-------	-------	---	---	--	-------	-------	---	---

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
11031000	Schools Planned Capital Building, Mechanical and	0	3,203	0	0	3,203	0	3,144	59	0	3,203	(59)	0	
11035000	Schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance			5,454		5,454	0	0	5,454		5,454	0	0	
11039000	Schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance				5,454	5,454	0	0		5,454	5,454	0	0	
11031003	Exhall Ash Green School - Boiler Replacement	0	0	0	0	0	0	147			147	147	147	Funded from Schools Capital Asbestos and Safe Water Remedial Works Block Header
10399000	Structural Maintenance 2009/10	0	0	0	0	0	0	(13)	13		0	(13)	0	
11096000	Warwick Barrack Street Block - Roof Replacement	0	0	0	0	0	0	185			185	185	185	Funded from Non-Schools Planned Capital Building, Mechanical and Electrical Backlog Maintenance
11107000	Warwick Shire Hall - Asbestos Removal/Replacement	0	133	0	0	133	0	114	19		133	(19)	0	
11031042	Southam College - Window Replacement Block 1	0	117	0	0	117	0	115	2		117	(2)	0	
TBCL	Non-schools Capital Asbestos and Safe Water 2014/15				305	305					305	305	0	0
TBCM	Schools Capital Asbestos and Safe Water 2014/15				1,265	1,265					1,265	1,265	0	0
TBCN	Non-schools Planned Capital Building Mechanical and Electrical Maintenance 14/15				2,472	2,472					2,472	2,472	0	0
TBCO	Schools Planned Capital Building Mechanical and Electrical Maintenance 14/15				5,454	5,454					5,454	5,454	0	0
<b>Facilities</b>														
10367000	Corporate & Schools Recycling Programme	103	19	0	0	122	103	0	19		122	(19)	0	
10414000	Schools Cashless Catering Provision	309	5	0	0	314	309	25			334	20	20	
10405000	CYPF Premises Small Scale Reactive Works - Base Programme 2010/11	0	26	0	0	26	0		26		26	(26)	0	
10585000	AHCS Premises Small Scale Reactive Works - Base Programme 07/08	88	(1)	0	0	87	88	(1)			87	0	0	
10586000	AHCS Premises Small Scale Reactive Works - Base Programme 08/09	41	3	0	0	44	41	3			44	0	0	
10635000	AHCS Library Premises Small Works - Base Programme 09/10	93	2	0	0	95	93	2			95	0	0	
10634000	AHCS Library Premises Small Works - Base Programme 08/09	100	19	0	0	119	100	19			119	(0)	(0)	
10636000	Library Premises Small Works - Base Programme	78	0	0	0	78	78	0			78	0	0	
10592000	Small Scale Reactive/Minor Improvements countywide	0	56	200	273	529	0	0	256	273	529	(56)	(0)	
10584000	Improving the Care Home Environment for Older People	2	(2)	0	0	0	2	(2)			0	0	0	
10596000	Accommodation Strategy	0	0	424	0	424	0	0	424		424	0	0	
<b>Energy</b>														
10410000	Climate Change 2007/08	71	138	194	0	403	71	158	174		403	20	0	
10410002	Kingsbury Water Park - New Biomass Fuel Heating	0	1	0	0	1	0	1			1	0	(0)	
10400000	Climate Change 2009/10	125	50	288	0	463	125	38	300		463	(12)	0	
11135000	Reducing Energy			500	1,750	2,250			500	1,750	2,250	0	0	
11136000	Renewable Energy			1,600	4,300	5,900			1,600	4,300	5,900	0	0	
<b>Smallholdings</b>														
10983000	Rural Services Capital Maintenance 2011/12	0	20	0	0	20	0	0	24		24	(20)	4	
10388000	Smallholdings Maintenance 2009/10	0	0	0	0	0	0	2			2	2	2	
10161000	Shrewley, Highfields Farm	0	0	0	0	0	0	4			4	4	4	
10466000	Smallholdings Maintenance 2010/11	0	0	0	0	0	0	825	0		825	825	825	Balanced against Dunkleys Farm Project
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	0	264	0	0	264	0	307			307	43	43	Projects brought forward due to release from sensitive buildings list
10305000	Rural Estates Dairy Units	0	21	0	0	21	0	22			22	1	1	
11024000	Dunkleys Farm, Dunchurch	0	55	0	0	55	0	0	0		0	(55)	(55)	
11025000	Hurley, Poplars Farm	0	1,000	0	0	1,000	0	147	28		175	(853)	(825)	Balanced against Smallholdings Maintenance Block Header
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	0	25	0	0	25	0	26			26	1	1	
TBCJ	Nitrate Vulnerable Zone 2012			292		292			292		292	0	0	
TBCK	Decent Homes Standard 2012			508		508			508		508	0	0	
11022000	Rural Services Capital Maintenance 2012/13	0	0	942	0	942	0	0	942		942	0	0	
11023000	Rural Services Capital Maintenance 2013/14	0	0	0	772	772	0	0	772		772	0	0	
TBCI	Rural Services Capital Maintenance 2014/15				772	772			772		772	0	0	
		7,120	14,554	23,657	33,050	78,380	7,120	12,396	24,867	33,978	78,361	(2,158)	(20)	

## 2011/12 Performance Information

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M06000	% of our retained operational property portfolio having optimum utilisation	53	57	83		83	Exceeded target due to programme of rationalisation, new accommodation standards and modern and flexible working
M06002	Number of minor non compliance: asbestos, safe water, maintenance defects, procurement		50	6		6	• System in place for capturing information.
M06003	Completion of Needs Analysis (Group)	8	8	8		8	• Achieved.
M06004	% of Property system modules required implemented on time and within cost		100	?		?	• Superseded. Property & FM Systems Board exploring shared service approach with Coventry & Solihull.
M06005	Market Testing Activities delivered to programme		100	?		?	• Activity superseded by a sub-regional review of services to schools.
M06006	Projects delivered on time (+/-5% variance to that predicted)		100	100		100	• M&MW - Completion of maintenance programme achieved within financial year - plus no late projects during school summer holidays
M06007	Projects delivered to budget (+/-5% variance to that predicted)		100	97		97	• M&MW - Completion of maintenance programme achieved within overall maintenance budget - 97%
M06008	Completion of all required budget transfers	100	100	100		100	
M06009	% of planned savings delivered	100	100	100		100	
M06010	% end of year variation from budget for non traded services		0	3.35		3.35	• Data derived from controllable budgets, removing traded service and CRC Central budgets
M06011	Number of traded services not operating to financial surplus	0	0	0		0	Achieved target
M06019	Value of savings equating to a 30% (£4,376k) reduction in the cost of non-school property by 2013/14		769	769		769	Target Achieved
M06012	% Net agreement score for Level of Customer Care within annual Customer Survey (Mean average score across all functions)	74	80	72.72		72.72	• Data taken from RE Customer Survey (all users)
M06013	Number of Groups in possession of CSE Standard	3	4	2		2	• Catering and Cleaning Services both hold the CSE Standard. Facilities Service and Maintenance & Minor Works completed a CSE Pre-assessment, due to the variety and size of the joint service. With the pre-assessment completed, the standard should be achieved by June 2012.
M06014	Customer Complaints regarding non fulfilment of agreed service standards	0	0	2		2	• 2 Complaints; 2 1 County Caterers & 1 Maintenance and Minor Works  Data taken from quarterly complaints and compliment returns.
M06015	% market share representing buy-back for Traded Services						• Achieved.  With regards to the cleaning service the level of buy back from individual schools has changed but service viability is maintained due to a broader range of services being offered. With regards to STS this service has been decommissioned and staff are currently working notice periods
M06016	Completion of all agreed HR transfers	100	100	100		100	
M06017	Staff satisfaction Survey Results (I believe that I have the opportunity for personal development and growth (whilst at work) in the County Council) %	57	61				• Indicator not reported this year, next staff survey due June 2012
M06018	Increase overall staff satisfaction results (from the base ave 70%)	70	75				• Indicator not reported this year, next staff survey due June 2012

## APP M - Service Improvement and Change Management - Phil Evans

### 2011/12 Revenue Budget - Outturn

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Business Consultancy	-		-		-	
Corporate Planning and Performance	525	128	653	565	(88)	This is a one off favourable variance due in large part to the delays in the recruitment to the Performance Business Partner post as part of the restructuring arrangements, a higher than originally forecasted level of income achieved and in year changes to staffing working arrangements and the unexpected retirement of a member of the team
Observatory	356	55	411	381	(30)	Cumulative impact of overspends in research area offset against underspend in GIS including delay in filling the vacant post of GIS Manager
Service Improvement & Change Management Unit Administration	137		137	133	(4)	
Consultation	55	(55)	-		-	
Development & Support	929	12	941	593	(348)	£140k fund to support transformation programme within Resources Group. Currently transformation programme in initial phase so resources to be rolled over into future years. £76k vacant transformation posts vacant in year now recruited, £32k future year savings realised early, £34k vacant posts to transfer to Finance & Customer Services, £35k one-off payment for specific project support, £21k lower than expected running costs for Resource Rooms & Post Room.
Corporate Programme Management Office	-	279	279	257	(22)	
<b>Net Service Spending</b>	<b>2,000</b>	<b>419</b>	<b>2,419</b>	<b>1,929</b>	<b>(490)</b>	

### 2011/12 to 2013/14 Savings Plan

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

## Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M07000	WCC has an agreed approach to strategic commissioning of services in place by April 2012		Yes	Yes	★	Yes	• Complete
M07001	Established principles of WCC's market approach including approach to maximising income by 2012		Yes	No	▲	No	It has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently. For 2012/13, we are proposing that this measure be deleted from the Corporate Business Plan, it will however become a core task for SI&CM within 2012/13 as part of the wider commerce/enterprise workstream.
M07002	All services have been systematically redesigned by 2014		Yes	Yes	★	No	<ul style="list-style-type: none"> <li>The programme is on track to be delivered by April 2014. The following reviews have commenced :               <ul style="list-style-type: none"> <li>Tranche 1                   <ul style="list-style-type: none"> <li>• SC&amp;PM - SC - OBC stage</li> <li>• IT Infrastructure and Support - OBC stage</li> <li>• Fire and Rescue - IOA stage</li> <li>• Adult Social Care - Scoping stage</li> </ul> </li> <li>Tranche 2                   <ul style="list-style-type: none"> <li>• Transport and Highways - IOA stage</li> <li>• Schools and learning - Initial scoping meeting with lead SD - 24.4</li> <li>• Community Services - Scoping stage</li> <li>• HR Strategic - Scoping stage</li> <li>• Vulnerable children and young people - Scoping stage</li> </ul> </li> </ul> </li> </ul>
M07003	Number of service reviews completed to schedule		100%	100%	★	100%	<ul style="list-style-type: none"> <li>On track</li> <li>The programme is on track to be delivered by April 2014. The following reviews have commenced :               <ul style="list-style-type: none"> <li>Tranche 1                   <ul style="list-style-type: none"> <li>• SC&amp;PM - SC - OBC stage</li> <li>• IT Infrastructure and Support - OBC stage</li> <li>• Fire and Rescue - IOA stage</li> <li>• Adult Social Care - Scoping stage</li> </ul> </li> <li>Tranche 2                   <ul style="list-style-type: none"> <li>• Transport and Highways - IOA stage</li> <li>• Schools and learning - Initial scoping meeting with lead SD - 24.4</li> <li>• Community Services - Scoping stage</li> <li>• HR Strategic - Scoping stage</li> <li>• Vulnerable children and young people - Scoping stage</li> </ul> </li> </ul> </li> </ul>
M07004	% of people who are aware of WCC Project & Programme Management Approach		No target Set	N/A	▲	N/A	• Due to the restructure of the organisation, the emphasis was placed on raising awareness and promoting the Corporate Project Management Approach through arranging and running conferences for the project community to be brought together and understand the approach using case studies, presentations and sharing experiences. Intranet articles and communications through both The Friday Alternative and View From The Leader initially launched the Project Management Intranet Web pages and produced a record number of hits. Unfortunately, due to how the Intranet is built and configured, the number of hits cannot be identified down to unique individuals that visit the pages Therefore, this would have set an inaccurate baseline for the measure. The requirement to set a baseline will be carried over for 2012/13 to investigate and determine the best way to measure the success of raising awareness / promotion of Project
M07006	Outcome focused performance management framework to support the Programme management approach to managing services in place by March 2012		Yes	No	▲	No	• Discussions with Elected Members have continued over the last quarter as to their expectations and requirements. Best practice research has also continued to inform the WCC Performance Management Framework. However, a decision has been taken to await the outcomes of the transformation through Strategic Commissioning Review of Performance Management as well as the on-going Internal Audit of the function. The resultant PMF will incorporate the findings of these two reviews. The PMF will now be developed through the early part of 2012/13.
M07007	Business Unit Plans for 2011/12 by June 2011		Yes	Yes	★	Yes	• Completed
M07008	Business Planning approach for 2012-15 in place by March 2012		Yes	Yes	★	Yes	• Completed

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M07009	Integrated Report inc performance, finance, risk and customer feedback in place by March 2012		Yes	Yes	★	Yes	• Finance, Performance and Risk are to be incorporated into the Year End Performance Report that is to be presented to Cabinet on the 14th June 2012.
M07010	Organisational approach to benchmarking agreed and in place by March 2012		Yes	No	▲	No	• As part of the 2012/13 Business Planning Process, all Heads of Service have been asked to identify all Benchmarking Clubs that their particular service are members of. Once all final business unit plans have been received, a directory of benchmarking clubs will be published on the performance pages of the intranet. This information will be used to inform a gap analysis going forward. During the first qtr of 2012/13, we will be seeking to investigate how Inform can be used to inform our performance reports from Qtr 2 onwards. The organisational approach will be taken forward in 2012/13 as part of the Planning, Performance & Business Improvement team plan.
M07011	A coherent programme of consultation & engagement activities to underpin service improvement & measure customer satisfaction are implemented by March 2012		Yes	Yes	★	Yes	
M07012	Proposals around closer collaboration on research & intelligence in Coventry, Solihull & Warwickshire are implemented by December 2011		Yes	No	▲	No	• No partner agreement for full collaboration around sub-regional research and intelligence, so the full proposals not being pursued at this time. However, we are continuing to work sub-regionally on a project by project basis where we need to.
M07013	Enhanced robust evidence based decision making in WCC and public sector partners in Warwickshire is in place by March 2012		Yes	Yes	★	Yes	• Needs Assessments completed where planned (Alcohol Needs Assessment, Drugs Needs Assessment, Youth Services Needs Assessment).
M07014	The integration of the public health intelligence team and establishing its lead in producing the joint strategic needs assessment to be completed by September 2011		Yes	Yes	★	Yes	• Completed
M07015	New GIS Strategy is agreed and in place by Sept 2011		Yes	No	▲	No	• With no GIS Manager in post for 12 months this action has been delayed
M07016	Greater, more transparent & better access to local data about Warwickshire's localities and communities established by March 2012		Yes	Yes	★	Yes	
M07017	Number of agencies utilising the Warwickshire Hub		1	1	★	1	• NWBC are utilising the Warwickshire Hub. The system has also been demonstrated to Stratford District Council to date this has not necessitated any further action.
M07018	CSWACE & CSW Leaders satisfied with programme direction		Yes	Yes	★	Yes	• Completed
M07019	Common timeline of transformational activity to be produced by June 2011		Yes	No	▲	No	• Heads of Transformation across the sub-region have agreed approach
M07020	Consolidated compendium of collaboration across CSW produced by December 2011		Yes	Yes	★	Yes	• Completed
M07021	CSW Assets & FM programme launched by June 2011		Yes	Yes	★	Yes	• Completed
M07022	CSW Adult Social Care Programme launched by Sept 2011		Yes	Yes	★	Yes	• Completed
M07023	Collaborative Children's Service Summit held and shared activity identified by September 2011		Yes	Yes	★	Yes	• Completed
M07024	The Sub regional interface with Local, Regional & National partners and agency including the RIEP funding model are managed		Yes	Yes	★	Yes	• Completed - regular meetings scheduled with IEWM relationship manager
M07025	Sub Regional working solutions for WCC are established and delivered by March 2012		Yes	Yes	★	Yes	• Completed where possible
M07026	Strategic Commissioning Strategy and toolkit developed for WCC by March 2012		Yes	Yes	★	Yes	• Toolkit and templates continue to be developed and refined as part of the first reviews. A Conceptual Framework for Strategic Commissioning in Warwickshire has been agreed by Corporate Board and work to further refine Warwickshire's approach to strategic commissioning will be progressed through that specific review.
M07027	Gap/ good practice analysis completed across the organisation by March 2012		Yes	No	▲	No	• It is considered unlikely that the overall corporate approach to this issue will be taken forward within 2011/12 and it will become a core task for SI&CM within 2012/13 as part of the wider commerce/enterprise workstream.
M07028	Member Seminar / Workshop awareness sessions undertaken by March 2012		Yes	No	▲	No	• It is considered unlikely that the overall corporate approach to this issue will be taken forward within 2011/12 and it will become a core task for SI&CM within 2012/13 as part of the wider commerce/enterprise workstream.
M07029	By April 2012 agreed principles of the approach will be in place		Yes	No	▲	No	• It is considered unlikely that the overall corporate approach to this issue will be taken forward within 2011/12 and it will become a core task for SI&CM within 2012/13 as part of the wider commerce/enterprise workstream.
M07030	Net variation to budget (SICM)		Yes	Yes	★	Yes	Budget undepend at year end
M07031	Revenue plan forecasts produced by corporate deadlines (SICM)		Yes	Yes	★	Yes	• Completed

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M07032	Clear accountability framework in place for Performance & Warwickshire Hub is aligned to the new Organisational structure		Yes	Yes	★	Yes	• Completed
M07033	All Members & heads of service receive refreshed training on the Warwickshire Hub by March 2012		Yes	No	▲	No	<p>Following the changes to the Organisational structure in 2010/11, Warwickshire Hub had to be rebuilt to reflect the new structure. The rebuild of both the Corporate Business Plan and the Business Unit Plans was completed in time for Mid Year Performance Reporting in the summer, therefore, the opportunity to engage Members and Heads of Service in training sessions was limited. However, a direct response to this was to offer all Members and Heads of Service individual training and refresher sessions on the Warwickshire Hub during the latter period of 2011/12.</p> <p>Whilst the majority of Members and Heads of Service did not take up the offer of this additional training in 2011/12, we will continue to offer both individual training and support as well as group training during 2012/13. We will liaise with Member Services to see how best to target Members, be this through Group meetings, demonstrations at the committee meetings or on a one-to-one basis and Heads of Service will also be engaged on a quarterly basis to discuss performance issues and the reintroduction of the sign off functionality for data quality assurance will require them to log into the Warwickshire Hub to validate their data and this is an area that will require some training.</p>
M07034	Warwickshire Hub Training module produced as part of the Corporate Menu for Learning & Development by Mar 2012		Yes	No	▲	No	• This has been delayed due to the fact that Inphase have recently carried out a major upgrade and enhancement to Performance Plus. This new version (Inphase Version 12) has now gone 'live' on the Warwickshire Hub and a new training module and documentation will be developed in 2012/13. in line with the outcome of the Strategic Commissioning review of Performance management, the future use of existing systems will be considered within the options appraisal stage.
M07035	Regular Performance information is available for residents & service users to access on the internet		Yes	Yes	★	Yes	• This measure is discharged through the publication of the quarterly reports to Members. For 2013/13 the internet presence will be enhanced.
M07036	Integrated Management Systems to provide one version of the truth by March 2012		Yes	Yes	★	Yes	• Finance, Performance and Risk are being reported together to Members, SLT and Heads of Service by the end of 2011/12 and this is real progress in terms of reporting one version of the truth. However, work needs to continue during 2012/13 to develop this further.
M07037	% Satisfaction that the council is a good employer (SICM)		74	N/A	N/A	N/A	• Indicator not reported this year, staff survey to take place June 2012
M07038	Average number of days of sick (SICM)		Baseline to be set	5.01	★	5.01	• HRMS does not reflect the new structure this has been build using the supervisor hierarchy so is as accurate as possible until this structure is reflected within the system.
M07039	Survey of stakeholders to ascertain satisfaction & engagement levels with the service (SICM)		Baseline to be set	61.9	★	61.9	• Data taken from RE Customer Survey (Managers & All users)

## APP N - Sustainable Communities - Louise Wall

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Sustainable Communities Management	140	8	148	179	31	Share of Communities Group legal services SLA overspend.
Waste Management	18,568	(159)	18,409	17,373	(1,036)	Delays in receiving information from Districts (often up to 3 months) makes it difficult to predict major changes in performance. In addition, dry weather during quarter 4 reduced the amount of green waste going into the waste stream. Hence the variation from quarter 3. A reduction of waste in 2011/12 of 1.5% was estimated - this is proving to be nearer 2.8% - this cannot be fully known until year end. We did not anticipate realising any savings on HWRCs coming in-house or Street Sweepings contract in 2011/12 but underspend on HWRCs and Transfer Stations was £366k - early realisation of savings.
Country Parks	325	8	333	258	(75)	Superb March income due to dry clement weather.
Exhibition & Construction Services	43	(8)	35	10	(25)	Late year external work
Forestry Services	54	(16)	38	79	41	Problems with recruiting necessitated the use of more expensive agency staff. This caused delays in carrying out work, resulting in less income.
Woodchipping Service	0	0	0	(5)	(5)	Late year external work for Stratford District Council
Tree Inspections	79	0	79	79	0	
Rural Development	42	0	42	39	(3)	
Planning Policy	245	69	314	290	(24)	The consultation on the Waste Core Strategy took place at the year end, and whilst it did not cost as much as estimated, this could not be forecast at Quarter 3.
Gypsy & Traveller Services	29	0	29	(65)	(94)	In-year payment from Coventry City Council and significant saving on electricity infrastructure works.
Regeneration Projects Core	680	119	799	592	(207)	Underspend has accrued in part from the conservative budgeting whilst awaiting final costs for planned redundancies and closure of BSN. It is intended to use this money to re-engage in town centres work. We will do this to help deliver the Going for Growth agenda ("our town centres will punch above their weight"); by supporting Portas Pilots, Town Centre Partnerships and working to deliver town centre action plans and local business & enterprise strategies, where these can have a direct impact on improving the economy of Warwickshire's town centres.
Environmental Design	0	0	0	(3)	(3)	
Camp Hill Opportunities Centre	97	0	97	82	(15)	
LEP Delivery Team (formerly Economic Development & Business Support) including Growing Places Fund	1,178	(307)	871	(511)	(1,382)	Of the total underspend, £946k relates to the one-off revenue fund to support the establishment and running of the Growing Places evergreen investment fund on behalf of the LEP, for which WCC is the accountable body. This is not WCC money and needs to be carried forward. Of the remainder, some funding had been ring-fenced in case of potential clawback of grant but this has been checked and is not needed. Some funding was held back for property liabilities through closure of EBP but this was resolved leaving an underspend. Funding was ring-fenced to support the LEP but was not needed due to other funding arrangements. Salary savings from unfilled vacant post while we decide how to reshape team. Rationalisation of a number of small funding pots in various cost centres, and two projects for economic data and intelligence were delayed and could not be procured in 2011/12 as output would be received in 2012/13.
Local Economic Assessment	9	0	9	0	(9)	Funding was to be used to support the procurement of business and employment data, but this was delayed and could not be spent in 2011/12 as outputs would not be received until 2012/13.
Asset Management	(332)	15	(317)	(589)	(272)	Underspend due to reduced staffing and premises costs, and additional rental income, primarily at EPIC and Centenary Business Centre.
Education Business Partnership	60	102	162	174	12	
Building Sustainable Neighbourhoods	145	(1)	144	129	(15)	
Camp Hill Administration	77	0	77	54	(23)	The variance has arisen primarily from reducing the frequency of the Camp Hill News publication and transferring production from external to internal .
Development Regulations	187	(61)	126	192	66	Quarter 3 forecast had assumed use of £200k reserves. However, the decision was taken at the year end not to use these, as the overspend was not as large as anticipated, and could be met within the Sustainable Communities Business Unit.
ETW	15	32	47	(90)	(137)	Money held back for property liabilities that were not needed, and some to cover potential grant claw-back that upon investigation was no longer required.
Property Services transfer to Resources	(520)	520	0	0	0	
Shortfall in EED budget due to fallout of one off funds	(43)	43	0	0	0	
People Management	0	0	0	0	0	
Improvement & Development *	0	0	0	0	0	
Additional pension charges	52	(52)	0	0	0	
<b>Net Service Spending</b>	<b>21,130</b>	<b>312</b>	<b>21,442</b>	<b>18,267</b>	<b>(3,175)</b>	

**2011/12 to 2013/14 Savings Plan**

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
EE-ER-01/02	Rationalisation of Household Waste Recycling Centre and Services	453	634	2,002	634	2,002	3,090	3,090	2012/13 savings are already being delivered. Actions are being implemented to deliver the savings and no further mitigating actions are required.
EE-ER-03	Rural Services: Review of rents and income generation	25	25	35	25	35	40	40	On target to deliver in line with the business plan.
EE-SC-01	Development of a new Local Enterprise Partnership	17	17	380	370	380	452	452	
EE-SC-02	Increase income from business property. Transfer Opportunities Centre to an alternative provider	176	176	187	136	187	187	187	On target to deliver in line with savings plan 2012/13.
EE-SC-03	Reduce costs and increase income from gypsy and traveller settled sites	32	35	52	35	52	57	57	On target to deliver in line with savings plan 2012/13.
EE-SC-04	Removal of County Planner post	48	48	48	48	48	99	99	
EE-SC-05	Education Business Partnership - agree exit strategy	50	50	50	50	50	100	100	
	<b>Total</b>	<b>801</b>	<b>985</b>	<b>2,754</b>	<b>1,298</b>	<b>2,754</b>	<b>4,025</b>	<b>4,025</b>	
	<b>Target</b>		<b>801</b>		<b>2,754</b>	<b>2,754</b>		<b>4,025</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(184)</b>		<b>1,456</b>	<b>0</b>		<b>0</b>	

**2011/12 to 2013/14 Capital Programme**

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action	
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000		
<b>Waste</b>															
10454000	Lower House Farm Waste Facility	1,817	660	5,043	0	7,519	1,817	388	5,315		7,519	(272)	0	Delay in start to building works meant that the scheduled profile of payments fell behind. This occurred after Quarter 3 reporting.	
10181000	Nuneaton Household Waste & Recycling Centre	0	316	0	0	316	0	594		594	278	278	The HWRC In House project involved the purchase of several items of VPE and this particular budget was used to buy site vehicles. The difference was financed by a revenue contribution of £237,364 and a contribution from the Waste Capital Infrastructure Grant		
10250000	Household Waste Recycling Centres Site Maintenance	712	114	0	0	826	712	80	68	860	(34)	34	A Revenue contribution has been made from the revenue carry forward specifically earmarked for the HWRC In House project.		
10207000	Waste Strategy - Waste Treatment & Transfer Facility	0	0	1,090	0	1,090	0	0	1,090	1,090	0	0			
11081000	Waste Infrastructure Support for District Councils	0	910	0	0	910	0	910		910	0	0	£335k of this expenditure was a loan to NBBC which was repaid in April 2012. This income will need to be allocated as part of the Q1 report.		
10350000	In-vessel Composting Units For Schools	37	28	0	0	65	37	0	28	65	(28)	0			
10224000	Waste Strategy Implementation - District Support	0	4	0	0	4	0	0	4	4	(4)	0			
10381000	Waste Capital Infrastructure Grant	0	245	75	0	320	0	120	203	323	(125)	3	Some planned items of expenditure had to be postponed due to staff resources as the HWRC In House project went live, and these will be picked up in 2012/13. This budget was also used to pay for the vehicles mentioned under project 10181000		
11117000	HWRC Maintenance 2012/13			70		70			70	70	0	0			
11118000	HWRC Maintenance 2013/14				70	70			70	70	0	0			
11119000	HWRC Maintenance 2014/15				70	70			70	70	0	0			
<b>Economic Development</b>															
10086000	Optima Centre, Nuneaton	7,620	0	56	0	7,676	7,620	18	38		7,676	18	0		
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	54	0	640	586	0	54		640	0	(0)		
10081000	Building Sustainable Neighbourhoods	2,217	99	0	0	2,316	2,217	90	30		2,337	(9)	21	A revenue contribution of £21k has been made to cover a shortfall in 3rd party funding due to a miscalculation.	
10202000	Masterplanning & Feasibility Small Scale Improvements	0	0	80	0	80	0	0	80		80	0	0		
11007000	Hartshill Sports Pavilion, S106 Contribution	5	65	0	0	70	5	1	64		70	(64)	(0)		
11027000	Low Carbon Grants Coventry and Nuneaton					0	0	0			0	0	0		
10503000	Deprived Communities Environmental Improvements	0	1	0	0	1	0	13		13	13	13	13	This was a final maintenance payment relating to a project for which there was no budget left. A revenue contribution was made to finance this expenditure.	
10125000	Nuneaton Midland Quarry Hilary Road Phase 2	0	0	0	0	0	0	9		9	9	9	9	This was a final maintenance payment relating to a project for which there was no budget left. A revenue contribution was made to finance this expenditure.	

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years	2011/12	2012/13	2013/14 and later	Total	Earlier Years	2011/12	2012/13	2013/14 and later	Total	2011/12	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
11005000	Centenary Business Centre - toilet facilities	0	23	0	0	23	0	26			26	3	3	A revenue contribution was made to finance this expenditure.
11006000	Sir Frank Whittle Business Centre - heating	0	37	0	0	37	0	35	2	37	(2)	0		
11121000	Development of Rural Broadband			351	3,146	3,497			351	3,146	3,497	0	0	
10260000	Leamington to Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27		100	0	0	
<b>Countryside</b>														
10271000	Countryside Maintenance - Base Programme 2009/10	68	100	0	0	168	68	109			177	9	9	
10376000	Pooley Country Park Regeneration	128	200	0	0	328	128	197	3		328	(3)	0	
10282000	Countryside Maintenance - Base Programme 2010/11	45	157	0	0	203	45	55	93		193	(102)	(9)	Some planned capital maintenance work was delayed and did not start until April 2012.
10983000	Countryside Maintenance - Base Programme 2011/12	0	0	50	0	50	0	0	50		50	0	0	
<b>Other</b>														
10386000	Refurbishment Of Griff Gypsy & Traveller 'Settled' Site	0	577	155	0	732	0	566	166		732	(11)	0	
10185000	E-planning - New Computer System	0	22	0	0	22	0	22			22	0	0	
10105000	Minor Works 2004/05	0	1	0	0	1	0	0	1		1	(1)	0	
11022000	Countryside Maintenance - Base Programme 2012/13	0	0	120	0	120			120		120	0	0	
11023000	Countryside Maintenance - Base Programme 2013/14	0	0	0	120	120				120	120	0	0	
11120000	Rural Services Capital Maintenance 2014/15				120	120				120	120	0	0	
		<b>13,308</b>	<b>3,559</b>	<b>7,171</b>	<b>3,526</b>	<b>27,564</b>	<b>13,308</b>	<b>3,233</b>	<b>7,857</b>	<b>3,526</b>	<b>27,924</b>	<b>(326)</b>	<b>360</b>	
		<b>13,308</b>	<b>3,559</b>	<b>7,101</b>	<b>3,266</b>	<b>27,234</b>	<b>13,308</b>	<b>3,233</b>	<b>7,787</b>	<b>3,266</b>	<b>27,594</b>	<b>(326)</b>	<b>360</b>	

#### Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region		1550	6590	★	6590	Latest available data - October 2011
M15002	The number employed in key target sectors in C&W		138000	139200	★	139200	Annual data source, the declared figure is as reported at quarter 3
M15003	Businesses reporting skills shortages - survey		35	37.6	●		Data is obtained from the Cov & Warks Chamber of Commerce and full year data is unlikely to be available until the 2nd week in May. At this point our year end estimate is based on the quarter 3 actual.
M15004	% of businesses who feel that C&W is a good place to do business - survey		74				It is anticipated that the survey will commence during quarter 1 2012/13
M15005	Occupancy rates at WCC Business Centres		85	78	●	78	Early signs indicate that occupancy will strengthen in quarter 1 2012/13
M15006	Total of all planning applications processed within target	73.33	70	71.2	★	71.2	Quarter 4 actual performance was 82.4%. In the full year 66 applications were received, 47 of which were processed within target
M15007	Highway Authority Applications responded to within the target of 21 days	87	80	85.6	★	85.6	For the full year, 1622 applications were received and 1389 of these were responded to within 21 days
M15008	% of planning applications where chargeable pre-application advice was given		15	15.2	★	15.2	Chargeable pre-application advice was given on 10 of the 66 applications received during the reporting year.
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	88	85	98	★	98	
M15000	Residual household waste per household		589	531.25	★		Fully validated year end results will not be available until August / September
M15010	Household waste re-used, recycled & composted		50	50.25	★		Fully validated year end results will not be available until August / September
M15011	The proportion of Municipal waste landfilled.		37	36.2	★		Fully validated year end results will not be available until August / September
M15012	Percentage of household waste that has been used to recover heat, power and other energy sources		18.9	15.05	▲		Overall waste tonnages are still down and this has had a continuing impact on the amount of waste which has been sent for energy recovery. Our landfill contractual obligations and the respect of hierarchical disposal requirements has meant that this measure has missed target. Fully validated year end results will not be available until August / September.

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Period Actual	Progress to date
M15013	Percentage recycling and composting performance at Household Waste recycling Centres		62	62	★		Fully validated year end results will not be available until August / September
M15014	County Parks Income (£000s)		670	740.68	★	740.68	
M15015	Country Parks - visitor numbers (000s)		720	763.78	★	763.78	New all time record following dry clement weather at key times
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days		95	100	★	100	
M15017	Country Parks - Service Delivery		4	4	★	4	The required management plans are in draft form awaiting partner consultation and final buy-off

## APP O - Localities and Community Safety - Mark Ryder

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Countywide Community & Voluntary Sector	20	(20)	0	0	0	
Countywide Alcohol and Drugs	197	0	197	256	59	
Localities funding brought forward from 2010/11	0	0	0	0	0	
Youth Justice Service	1,988	24	2,012	888	(1,124)	Underspend primarily due to Family Intervention Grant for future years which need to be carried forward.
Community Safety	797	0	797	676	(121)	Unspent Safer and Stronger Communities Funding, carry forward request submitted in relation to this.
Drug & Alcohol Action Team	337	0	337	365	28	Overspend planned for and will be funded from specific reserve. Will not be a problem in new year as new contract will reduce costs of service.
Voluntary Sector Grants	940	27	967	929	(38)	Savings achieved earlier than anticipated
Big Society	255	0	255	256	1	
Domestic Violence	224	0	224	212	(12)	Lower legal costs incurred in relation to new contract than expected.
Localities	1,405	(164)	1,241	1,113	(128)	Combination of savings achieved earlier than anticipated and income received late in the financial year
Arts Service	122	0	122	118	(4)	Planned carry forward to cover maternity cover costs in 12/13
Museums Service	568	(87)	481	414	(67)	Savings achieved early in order to fund transformation programme
Ecology	45	4	49	49	0	
Heritage Education	94	(1)	93	94	1	
County Records Office	369	(29)	340	346	6	
Heritage & Culture Management	98	(3)	95	(29)	(124)	Savings achieved early in order to fund transformation programme
Archaeology	72	21	93	124	31	Decline in income from projects group due to economic downturn
Trading Standards - Quality & Resources	230	1	231	208	(23)	Reduction in overheads due to reduction in size of service
Trading Standards - Premises	67	(86)	(19)	17	36	
Trading Standards - Senior Management	308	0	308	430	122	Funding redundancies costs
Trading Standards - Talking Shop	13	0	13	10	(3)	Service discontinued in year as part of savings plan (achieved early).
Trading Standards - Compliance	425	6	431	391	(40)	Reduction in sampling and other expenditure due to fewer staff, vacant post in addition to redundancies
Trading Standards - Investigation	325	0	325	295	(30)	Reduction in sampling and other expenditure due to fewer staff
Trading Standards - Food & Animal Health	208	0	208	209	1	
Trading Standards - Calibration	(10)	0	(10)	(10)	0	
Trading Standards - Community & Business Education	135	(1)	134	101	(33)	Services significantly reduced in year as part of savings plan (achieved early).
Tourism	85	0	85	48	(37)	Planned carry forward to cover transformational costs (tourism strategy)
Narrowing the Gaps	38	(2)	36	38	2	
Emergency Planning	231	2	233	154	(79)	Savings made early due to sub regional partnership, vacant post
Flood Authority	143	0	143	81	(62)	Underspend committed to schemes with significant implementation time involved - see associated carry forward request
Property Services transfer to Resources	(343)	343	0	0	0	
Shortfall in EED budget due to fallout of one off funds	(1)	1	0	0	0	
Leadership Team	160	(2)	158	195	37	Redundancy costs
L&CS Manager	302	(36)	266	317	51	Share of Communities Group overspend on Legal Services SLA
ICT Services	266	0	266	217	(49)	Lower anticipated ICT support costs for local Communities Group systems
Legal Services	328	0	328	328	0	
County Partnerships	94	226	320	294	(26)	Underspend primarily due to unused grant income (carry forward requested)
Race Equality	98	0	98	98	0	
People Management	149	0	149	62	(87)	Partly underspends to meet ongoing L&D commitments and partly pending broader decisions to implement workforce plans.
Improvement & Development	(1)	231	230	144	(86)	Vacant posts
Customers & Communication	438	(11)	427	354	(73)	Reduced administrative costs as a result of reduced size of services; efficiency savings on information resources, e.g. through contract renegotiation and digitisation.
<b>Net Service Spending</b>	<b>11,219</b>	<b>444</b>	<b>11,663</b>	<b>9,792</b>	<b>(1,871)</b>	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target	Final Outturn	Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
EE-HC-01	Reduction in the Arts for Health budget	59	59	59	59	59	59	59	
EE-HC-02	Reduction in the Heritage Education staffing	26	26	26	26	26	26	26	
EE-HC-03	Reduction in Museums Service staffing	26	26	26	26	26	26	26	
EE-HC-04	County Records Office online development	10	10	20	12	20	20	20	
EE-HC-05	Transformation of Heritage and Cultural Services	0	0	35	0	35	216	216	Some decisions have already been implemented to deliver future years savings.
EE-TS-01	Develop a sub-regional Emergency Management function	7	7	22	7	22	64	64	Sub-regional emergency management agreement has been signed and service is operational.
EE-TS-02	Reduce Trading Standards proactive work	7	7	66	7	66	107	107	Action to reduce staffing and implement savings plans have been taken
EE-TS-03	Reduce Trading Standards frontline enforcement	0	0	25	0	25	81	81	Action to reduce staffing and implement savings plans have been taken
EE-TS-04	Reduce Trading Standards support for vulnerable	0	0	41	0	41	66	66	Action to reduce staffing and implement savings plans have been taken
EE-TS-05	Reduce Trading Standards support service and	122	122	196	122	196	209	209	Action to reduce staffing and implement savings plans have been taken
PPU-03	Transformation of Performance & Improvement Services workforce	60	60	60	60	60	60	60	
CW-CL-01	Restructure Community Safety and Localities management and teams	0	9	17	17	17	97	97	
CW-CL-08	Reconfiguration of Locality arrangements	10	52	10	52	52	160	160	
CW-CL-07	Anti-Social Behaviour PCSOs	51	51	128	128	128	128	128	
CW-CL-10	Drug & Alcohol Action Team Commissioning	0	0	34	34	34	34	34	
CW-CL-13	Reshaping the approach to the Voluntary & Community Sector & Community Grants	100	100	378	278	278	378	378	On target
EE-ER-05	Savings in staffing in improvement and development and customers and communications	27	27	33	33	33	46	46	
	<b>Total</b>	<b>505</b>	<b>556</b>	<b>1,176</b>	<b>861</b>	<b>1,118</b>	<b>1,777</b>	<b>1,777</b>	
	<b>Target</b>		<b>505</b>		<b>1,176</b>	<b>1,176</b>		<b>1,777</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(51)</b>		<b>315</b>	<b>58</b>		<b>0</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years	2011/12	2012/13	2013/14 and later	Total	Earlier Years	2011/12	2012/13	2013/14 and later	Total	2011/12	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
10623000	Heritage & Cultural Service - Digital Data Storage	26	0	24	0	50	26	0	24		50	0	(0)	
10628000	Public Arts Programme - 2003/04	60	14	0	0	74	60	14			74	(0)	(0)	
10937000	St. Johns - Outdoor Spaces	30	5	16	0	51	30	3	18		51	(2)	(0)	
10936000	St Johns - Improving experience for under 5s	0	0	0	0	0	0	1			1	1	1	
11092000	LPSA2 - Credit Union Computer System	0	0	0	0	0	0	32			32	32	32	Project approved at Cabinet on 25 February 2010
10646000	Substance Misuse Services	146	75	0	0	221	146	75			221	0	0	
		<b>262</b>	<b>94</b>	<b>41</b>	<b>0</b>	<b>396</b>	<b>262</b>	<b>125</b>	<b>42</b>	<b>0</b>	<b>429</b>	<b>31</b>	<b>32</b>	

Performance Indicators

Ref	Measure	2010/11 Year End Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M13000	The proportion of the adult population who agree that they feel able to influence decisions affecting their local area		31.7	33.9		33.9	
M13001	Incidents of serious acquisitive crime (per 1,000)	11.84	11.82	12.8		12.8	There has been a problem with the number of domestic burglaries going up over the course of last year, for a number of reasons. However, the rate of increase has now slowed as a result of a number of interventions by the police, Community Safety Partnerships and WCC Community Safety Project Officers. This will continue to be a priority for all agencies in the coming year for further intervention work. But we know from past experience and research, that in times of financial difficulty, burglary reduction could continue to be a challenge in the immediate future.
M13002	Incidents of all violent crime	5.38	5.38	5.38		5.38	
M13003	Incidents of anti-social behaviour		25384	21725		21725	Please note that the measure for anti-social behaviour has changed completely for 2011/12 and now focuses also on victims and not just on incidents of ASB. There is therefore no comparison with previous years. This year will be regarded as the baseline for future performance, so it is not possible to forecast performance for the remaining part of the year with any accuracy, as agencies are still working through the new measure.
M13004	Rate of alcohol related hospital admissions per 100,000 population		1779	1779			Full year data is due in September and quarter 2 actual data is due imminently. Quarter 1 actual showed a 6% reduction in comparison to the same period in the previous year and there are no reasons to suggest a deterioration in quarter 2. We believe we are still on course to attain the full year target objectives.
M13005	Successful drug and alcohol treatment completions		20	15			This is a key performance measure for the new drug and alcohol treatment service which commenced on 1st December 2011. The monitoring period for this measure runs from December to November each year and as such is out of sync with Corporate reporting periods. The declared YE estimate of 15% represents only 4 months activity on this measure and should not be considered as having missed target. We remain confident of achieving the declared target when our reporting year concludes at the end of November.
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)		33	33			The new service is developing data recording and monitoring processes. The monitoring year for this measure runs from December to November.
M13007	% Community Safety action plan interventions completed		80	80		80	
M13008	% Actions in Domestic Abuse Action Plan achieved		75	75		75	Previous Domestic Abuse action plan has now expired. Partnership Violence Against Women and Girls action plan is being developed in line with the new national agenda.
M13009	First time entrants to the youth justice system	382	381	248		248	There has been a 35.08% reduction in the number of first time entrants entering the criminal justice system during the 2011/12 financial year. 248 young people entered the criminal justice system in 2011/12 compared with 382 in 2010/11 and 514 in 2009/10

Ref	Measure	2010/11 Year End Actual	2011/12 Target	Year End Forecast	Year End Alert	Period Actual	Progress to date
M13010	% actions in the Child Poverty Action Plan achieved		80	38		38	It has been difficult to measure actions against this target. Although a Strategy is in place, current activities, performance measures and responsibilities that will assess whether the target is being met or not have yet to be finalised. This process is currently underway and it is anticipated that more accurate reporting will be available from April 2012 onwards when a delivery plan will underpin the Strategy. Notwithstanding this, given the overall economic climate and the fact that national targets in relation to child poverty are unlikely to be met; it is envisaged that discussions will be required in relation to target setting next year.
M13011	Rate of proven re-offending by young offenders		0.71	0.7		0.7	The YJB now uses a re-offending measure which uses data from the Police National Computer. The latest data covers the 12 month re-offending rate for the 2009/10 cohort. The cohort consists of all young people who received a pre-court or court disposal or released from custody between 1st April 2009 and the 31st March 2010
M13012	Number of formal enforcement actions commenced	80		74		74	
M13013	Total number of interventions with business	4222		2393		2393	
M13014	Total cost of formal actions	?				?	MEASURE TO BE DISCONTINUED
M13015	Total number of customer complaints actioned	1836		1485		1485	
M13016	Total number of samples taken	127		357		357	
M13017	% of samples found to be unsatisfactory	47		49		49	
M13018	Total number of doorstep crime rapid responses	38		44		44	
M13019	Total number of urgent animal welfare interventions	12		65		65	
M13020	Total number of FSA food alerts actioned	0				?	MEASURE TO BE DISCONTINUED
M13021	Total number of households in No Rogue Trader Zones	7976	8278	8278		8278	
M13022	Total money saved for consumers (redress)	13865		38260		38260	
M13023	Total money saved for consumers (saved)	5319		44268		44268	
M13024	Number of interactions with school aged children	15544	27000	30973		30973	This is the first year that data has been collected all together in this way and could best be described as a "baselining" year. Although numbers were higher than anticipated, we would consider this as a fairly average year and as such we are now better placed to set future targets.
M13025	% satisfaction rate relating to community forums		80				A consultation on the "Future of Community Forums" is currently taking place. In order to avoid causing confusion it was considered best to postpone the % satisfaction and achievement surveys until the results of this consultation were known and any changes settled - this is likely to be end 2012 / early 2013
M13026	% actions in locality plans achieved		80				A consultation on the "Future of Community Forums" is currently taking place. In order to avoid causing confusion it was considered best to postpone the % satisfaction and achievement surveys until the results of this consultation were known and any changes settled - this is likely to be end 2012 / early 2013
M13027	% target outcomes in locality plans achieved		70				A consultation on the "Future of Community Forums" is currently taking place. In order to avoid causing confusion it was considered best to postpone the % satisfaction and achievement surveys until the results of this consultation were known and any changes settled - this is likely to be end 2012 / early 2013
M13028	% County residents volunteering once a month		26.5				

## 2011/12 Revenue Budget

Service	Agreed Budget £'000	Other Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Highways Management	167	259	426	521	95	Increased cost of legal support
Traffic Projects	1,015	8	1,023	1,001	(22)	
HTI & Transport Planning	1,110	(41)	1,069	686	(383)	Principally additional income
Road Safety Unit	738	7	745	166	(579)	Increased income from the speed awareness workshops
Civil Parking Enforcement	(533)	(11)	(544)	(484)	60	Additional costs from the district council for setting up the new area in Nuneaton
Stratford Park & Ride	148	0	148	140	(8)	
Network Performance	(100)	40	(60)	(69)	(9)	
County Highways	10,589	(14)	10,575	10,753	178	Additional capital contribution required with works progressing well due to the good weather in the last part of the financial year
Depots	265	(330)	(65)	(18)	47	
Street Lighting	3,179	(13)	3,166	2,937	(229)	Savings on the energy contract
Winter Maintenance	1,300	0	1,300	1,319	19	
Countryside Access	407	(13)	394	394	0	
Design Services	(306)	2	(304)	(440)	(136)	External income from additional schemes secured.
Design Services General Functions	223	0	223	224	1	
Design Services Prior Year balances	92	0	92	90	(2)	
Bridge Maintenance	226	0	226	250	24	
County Fleet Maintenance	(218)	(65)	(283)	(311)	(28)	Cost savings achieved by increasing productivity and from vacancies.
Transport Operations	2,495	(125)	2,370	2,071	(299)	Technical adjustment relating to internal transactions with People Group
Concessionary Travel	7,411	0	7,411	6,674	(737)	Planned underspend to fund additional expenditure in 2012/13
Property Services transfer to Resources	(738)	738	0	0	0	
Shortfall in EED budget due to fallout of one off funds	(58)	58	0	0	0	
Historic Pension Costs	326	(326)	0	0	0	
<b>Net Service Spending</b>	<b>27,738</b>	<b>174</b>	<b>27,912</b>	<b>25,904</b>	<b>(2,008)</b>	

## 2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2011/12		2012/13			2013/14		Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
EE-ER-05	Savings in staffing in customers and communications	0	0	0	0	0	13	13	
EE-TW-01	Stop all bespoke community transport other than flexi bus	114	114	198	198	198	198	198	
EE-TW-02	Stop all subsidised evening bus services	450	450	450	450	450	450	450	
EE-TW-03	Stop all survey work to collect traffic data	12	170	200	200	200	200	200	
EE-TW-04	Reduction in safety camera activity	620	620	620	620	620	620	620	
EE-TW-05	Reviews of Traffic Regulation Orders for civil parking enforcement areas	120	120	120	120	120	120	120	
EE-TW-06	Minor sign and carriageway marking schemes, other than those funded from Area Committee delegated budgets, would not be carried out	70	70	70	70	70	70	120	
EE-TW-07	Stop resurfacing work from revenue	500	500	500	500	500	500	500	
EE-TW-08	Street Light switch-off / trimming	0	0	0	0	0	500	500	
EE-TW-10 &	Scaling back of Countryside Access activities	325	325	500	500	500	500	500	
EE-TW-11	Reducing the amount of condition survey work	50	50	100	50	50	50	50	The saving from condition survey work was overstated - it should only have been £50,000 in total over the three years. The difference will be found from savings elsewhere in
EE-TW-12	Street Light Energy Savings	500	500	500	500	500	500	500	
EE-TW-13	Stratford Park and Ride	20	20	40	20	40	60	43	
EE-TW-14	Highways term maintenance contract savings	0	0	0	0	0	600	600	Increased to cover the shortfall on EE-TW-11
EE-TW-16	Passenger Transport – Revision of passenger transport network serving Coleshill Parkway and Birmingham International	200	200	200	200	200	200	200	
EE-TW-17	Changes to on-street parking charges across the County	100	100	100	100	100	100	100	
EE-TW-18	Stop replacing non-regulatory carriageway markings	100	100	100	100	100	100	100	
	<b>Total</b>	<b>3,181</b>	<b>3,339</b>	<b>3,698</b>	<b>3,628</b>	<b>3,648</b>	<b>4,781</b>	<b>4,814</b>	
	<b>Target</b>		<b>3,181</b>		<b>3,698</b>	<b>3,698</b>		<b>4,781</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>(158)</b>		<b>70</b>	<b>50</b>		<b>(33)</b>	

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action	
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000		
<b>Major Schemes</b>															
10144000	A429 Barford By-Pass	10,554	100	36	0	10,690	10,554	81	55		10,690	(19)	(0)		
10076000	Nuneaton Major Project	6,307	2	113	0	6,422	6,307	2	113		6,422	1	0		
10203000	Rugby Western Relief Road	57,184	946	1,342	1,024	60,495	57,184	885	1,402	1,024	60,495	(61)	(0)		
<b>Structural Maintenance of Roads</b>															
10389000	Highways Maintenance - LTP and Base Programme 2009/10	7,658	(92)	0	0	7,566	7,658	(92)			7,566	0	0		
10497000	Highways Maintenance - LTP and Base Programme 2010/11	8,489	(19)	0	0	8,469	8,489	(30)	0		8,459	(11)	(11)		
10166000	B4455 Fosse Way	0	60	0	0	60	0	46	0		46	(14)	(14)		
10130000	Structural Maintenance Of Roads 2005/06	0	13	0	0	13	0	15			15	2	2		
10157000	Structural Maintenance Of Roads 2006/07	0	1	0	0	1	0	1			1	0	0		
10325000	Detrunking Of Roads	0	16	0	0	16	0	16			16	(0)	(0)		
10344000	A435 At Studley	0	(56)	0	0	(56)	0	(56)			(56)	(0)	(0)		
10984000	Structural Maintenance of Carriageways North	0	1,194	0	0	1,194	0	2,328			2,328	1,134	1,134	Revenue funding was received from the DfT for damage caused by the severe winter, and has been used fund this expenditure.	
10985000	Structural Maintenance of Carriageways South	0	1,614	0	0	1,614	0	3,372			3,372	1,758	1,758	Revenue funding was received from the DfT for damage caused by the severe winter, and has been used fund this expenditure.	
10197000	Highways Maintenance Improvement and Safety 07/08- North Warwickshire Area Committee	361	1	58	0	420	361	(6)	65		420	(7)	(0)		
10196000	Highways Maintenance Improvement and Safety 07/08- Nuneaton and Bedworth Area Committee	347	0	53	0	400	347	0	53		400	0	(0)		
10199000	Highways Maintenance Improvement and Safety 07/08- Rugby Area Committee	253	16	124	0	392	253	37	103		393	21	1		
10188000	Highways Maintenance - Improvement and Safety 2007/08 - Warwick Area	0	0	10	0	10	0	0	10		10	0	0		
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	0	27	17	0	44	0	10	34		44	(17)	0		
10289000	Highways Maintenance Improvement and Safety 08/09- Warwick Area Committee	347	52	42	0	441	347	7	87		441	(45)	0		
10279000	Highways Maintenance Improvement and Safety 08/09- North Warwickshire Area Committee	327	10	86	0	424	327	14	83		424	4	1		
10261000	Highways Maintenance Improvement and Safety 08/09- Nuneaton and Bedworth Area Committee	410	(7)	31	0	434	410	(6)	30		434	1	(0)		
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	0	6	29	0	35	0	1	34		35	(5)	(0)		
10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	0	0	35	0	35	0	2	33		35	2	0		
10415000	Highways Maintenance Improvement and Safety 09/10- North Warwickshire Area Committee	324	24	84	0	432	324	25	83		432	1	0		
10412000	Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee	278	(13)	176	0	440	278	(5)	168		440	8	0		
10390000	Highways Maintenance Improvement and Safety 09/10 - Stratford on Avon Area Committee	313	11	21	0	345	313	(5)	37		345	(16)	0		
10407000	Highways Maintenance - Improvement and Safety 2009/10 - Nun and Bedworth Area Committee	0	3	34	0	37	0	5	32		37	3	0		
10395000	Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area	0	19	20	0	39	0	1	38		39	(18)	0		
10473000	Highways Maint/Road Safety 2010/11 Warwick Area Committee	352	51	0	0	403	352	37	14		403	(14)	0		
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	373	16	11	0	400	373	6	21		400	(10)	0		
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	325	25	51	0	400	325	13	62		400	(12)	(0)		
10471000	Highways Maint/Road Safety 2010/11 Rugby Area Committee	275	81	43	0	400	275	76	49		400	(5)	0		
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	400	35	0	0	435	400	37			437	2	2		
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	0	322	478	400	1,200	0	273	527	400	1,200	(49)	0		
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	0	343	457	400	1,200	0	275	525	400	1,200	(68)	0		
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	0	281	519	400	1,200	0	276	524	400	1,200	(5)	0		
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	0	320	480	400	1,200	0	282	518	400	1,200	(38)	0		
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	0	418	482	400	1,300	0	281	619	400	1,300	(137)	0	Slippage is due to delays in agreeing the programme and catching up with prior years works.	
11016000	Highways Structural Maintenance 2011/12	0	135	0	0	135	0	0	0		0	(135)	(135)	These funds were reallocated within structural maintenance	
10996000	Patching Carriageways Structural - North	0	180	0	0	180	0	600			600	420	420	Revenue funding was received from the DfT for damage caused by the severe winter, and has been used fund this expenditure.	
10997000	Patching Carriageways Structural - South	0	270	0	0	270	0	491			491	221	221	Revenue funding was received from the DfT for damage caused by the severe winter, and has been used fund this expenditure.	
10994000	Patching Surface Dressing - North	0	353	0	0	353	0	232	0		232	(121)	(121)	Progress on schemes and priorities are assessed in year and changed accordingly.	
10995000	Patching Surface Dressing - South	0	449	0	0	449	0	560			560	111	111	Progress on schemes and priorities are assessed in year and changed accordingly.	
10988000	Surface Dressing - North	0	1,280	0	0	1,280	0	907	0		907	(373)	(373)	Progress on schemes and priorities are assessed in year and changed accordingly.	
10989000	Surface Dressing - South	0	1,665	0	0	1,665	0	1,124	0		1,124	(541)	(541)	Progress on schemes and priorities are assessed in year and changed accordingly.	
10990000	Slurry Sealing North	0	270	0	0	270	0	295			295	25	25		
10991000	Slurry Sealing South	0	180	0	0	180	0	279			279	99	99	Progress on schemes and priorities are assessed in year and changed accordingly.	
10992000	Micro Asphalt North	0	225	0	0	225	0	144	0		144	(81)	(81)		
10993000	Micro Asphalt South	0	150	0	0	150	0	230			230	80	80	Progress on schemes and priorities are assessed in year and changed accordingly.	
10986000	Structural Maintenance of Footways North	0	515	0	0	515	0	601			601	86	86	Progress on schemes and priorities are assessed in year and changed accordingly.	
10987000	Structural Maintenance of Footways South	0	343	0	0	343	0	418			418	75	75	Progress on schemes and priorities are assessed in year and changed accordingly.	
10998000	Road Markings Surface Dressing North	0	191	0	0	191	0	96	0		96	(95)	(95)		
10999000	Road Markings Surface Dressing South	0	282	0	0	282	0	217	0		217	(65)	(65)		
11000000	Road Markings Structural Maintenance North	0	31	0	0	31	0	3	0		3	(28)	(28)		
11001000	Road Markings Structural Maintenance South	0	46	0	0	46	0	0	0		0	(46)	(46)		
11002000	Road Markings Micro Asphalt North	0	0	0	0	0	0	17			17	17	17	Progress on schemes and priorities are assessed in year and changed accordingly.	
11003000	Road Markings Micro Asphalt South	0	0	0	0	0	0	10			10	10	10	Progress on schemes and priorities are assessed in year and changed accordingly.	
10976021	Maintenance/Renewal Vehicle Actuated Signs	0	0	20	0	20	0	0	20		20	0	0		
11017000	Highways Structural Maintenance 2012/13	0	0	13,504	0	13,504			13,504		13,504	0	0		
11018000	Highways Structural Maintenance 2013/14	0	0	0	13,472	13,472				13,472	13,472	0	0		
11129000	Highways Maintenance 2014/15				14,225	14,225				14,225	14,225	0	0		
11130000	Area committee delegated budgets 2014/15				2,000	2,000				2,000	2,000	0	0		
<b>Structural Maintenance of Bridges</b>															
10421000	Portobello Bridge	335	20	100	1,055	1,510	335	18	102	1,055	1,510	(2)	0		
10452000	Spemal Bridge	0	0	0	0	0	0	2			2	2	2		
10236000	Stratford-Upon-Avon, D6110 Great William Street Canal	0	0	0	0	0	0	(1)			(1)	(1)	(1)		
10243000	Princes Drive Bridge Flood Span	0	0	0	0	0	0	(2)			(2)	(2)	(2)		
10316000	Polesworth River Bridge	0	0	0	0	0	0	(2)			(2)	(2)	(2)		
10977000	Minor Bridge Maintenance Schemes 2011/12	0	805	230	0	1,035	0	667	326		993	(138)	(42)	This work is done under the new maintenance contract which started in May 2011 and this slippage is due to the mobilisation of the new contract.	
10106000	Other Road Over Rail Bridge Safety Schemes 2004/2005	0	2	0	0	2	0	2			2	0	0		
10281000	Structural Maintenance Of Bridges 2008/09	0	4	0	0	4	0	26			26	22	22	These schemes have been completed using the 2011/12 Bridge Maintenance budget.	
10413000	Structural Maintenance Of Bridges 2009/10	0	73	0	0	73	0	112			112	39	39	These schemes have been completed using the 2011/12 Bridge Maintenance budget.	
10472000	Structural Maintenance Of Bridges 2010/11	0	31	0	0	31	0	15	0		15	(16)	(16)		
10922000	Structural Maintenance Of Bridges 2007/08	0	2	0	0	2	0	2			2	1	1		

10353000 E2289/01 Wolhampcote Bridge Infill		0	3	0	0	3	0	3			3	0	0	
Project Code	Description	Approved Budget at Quarter 3					Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000	Total £'000	
<b>Integrated Transport</b>														
10915000	Decriminalisation - Nuneaton and Bedworth	11	0	0	491	503	11	0		491	502	0	(0)	
10318000	Kenilworth Connect2	232	349	270	0	851	232	376	243		851	27	(0)	
10362000	Kenilworth Station	1,582	50	0	638	2,270	1,582	56		632	2,270	6	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	276	375	1,247	5,231	7,129	276	398	1,224	5,231	7,129	23	0	
10192000	Safety Camera Funded Schemes 2007/08	888	129	44	0	1,061	888	140	33		1,061	11	0	
10981000	NUCKLE	0	670	700	1,350	2,720	0	670	700	1,350	2,720	0	0	
10980000	M40 Junction 14	0	30	970	1,000	2,000	0	4	996	1,000	2,000	(26)	0	
10979000	West Midlands Transport Information System	0	0	35	35	70	0	0	35	35	70	0	0	
10370000	Stratford-Upon-Avon, Alcester Rd Cycleway	0	0	0	15	15	0	0	0	15	15	0	0	
10335000	Variable Message Signs For Car Parking In Rugby	0	0	2	0	2	0	0	2		2	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	0	132	132	0	0		132		0	0	
10288000	Minor Safer Routes To School 2009/10	0	6	0	0	6	0	6				1	1	
10123000	Improvements to the Parade in Leamington	0	40	39	0	79	0	25	54		79	(15)	1	
10359000	Griff Roundabout	0	0	0	0	0	0	0			0	(0)	(0)	
10365000	Rugby Town Centre Improvements	0	25	0	0	25	0	25			25	0	0	
10500000	Safer Routes to School 2010/11	0	65	0	0	65	0	60	5		65	(5)	0	
10515000	Nuneaton, Bracebridge Road Area One Way System	0	46	35	0	81	0	49	32		81	3	0	
10269000	Minor Traffic Management/Congestion 2009/10	0	8	0	0	8	0	9			9	1	1	
10302000	Minor Casualty Reduction Schemes 2008/09	0	10	0	0	10	0	11			11	1	1	
10459000	Casualty Reduction Schemes 2010/11	0	77	0	0	77	0	85			85	8	8	Schemes were progressed quicker than expected and were funded from the Safety Engineering Scheme budget
10313000	Stratford Waterside/Southern Lane	0	40	0	0	40	0	46			46	6	6	Completion of the scheme cost slightly more than expected.
10540000	Nuneaton, Queens Road Phase 1	0	64	26	0	90	0	64	26		90	0	0	
10351000	Hatton, Station Car Park Extension	0	110	35	0	145	0	97	48		145	(13)	0	
10978000	Safety Engineering Schemes under £100,000	0	10	194	0	203	0	29	166		195	19	(8)	
10434000	Aylesford School - Woodloes Park Cycle Route Phase 2	0	0	47	0	47	0	0	47		47	0	0	
10428000	Aylesford School - Woodloes Park Cycle Route Phase 3	0	0	69	0	70	0	0	70		70	(0)	0	
10280000	Minor Signalised Crossings Schemes 2009/10	0	0	0	0	0	0	2			2	2	2	
10198000	Minor Casualty Reduction Schemes 2007/08	0	0	0	0	0	0	21			21	21	21	These schemes have been completed using the Safety Engineering Scheme budget
10304000	Village Speed Limit Reviews 2008/09	0	0	0	0	0	0	(1)			(1)	(1)	(1)	
10129000	Village Speed Reviews 2005/2006	0	5	0	0	5	0	5			5	0	0	
10303000	Minor Casualty Reduction Schemes 2009/10	0	1	0	0	1	0	(11)	12		1	(12)	0	
10476000	Public & Community Transport 2010/11	0	1	0	0	1	0				0	(1)	(1)	
11080000	Minor Integrated Revenue Funded 2011/12	0	39	87	0	126	0	38	88		126	(1)	0	
11126000	Casualty Reduction Schemes 2012/13			350		350			350		350	0	0	
11127000	Casualty Reduction Schemes 2013/14				350	350				350	350	0	0	
11128000	Casualty Reduction Schemes 2014/15				350	350				350	350	0	0	
11100000	Footbridge at Stratford Town Station	0	0	0	0	0	0	0	662	598	1,260	0	1,260	New Scheme approved by Cabinet in January 2012 but not included in Q3 figures.
11098000	A426 Stockton to Southam Two Safety Cameras					0	0	4			4	4	4	
<b>Developer Funded Schemes</b>														
10191000	Minor Developer Schemes 2006/2007	0	7	0	0	7	0	16			16	9	9	These schemes progressed better than expected.
10082000	Heathcote Offsite Junction Improvements	2,891	2	101	0	2,993	2,891	15	87		2,993	14	0	
10132000	Minor Developer Schemes Under £100K	0	0	0	0	0	0	1			1	1	1	
10249000	Warwick A425 Banbury Rd Turnbills Garden - right hand turn lane	0	0	0	0	0	0	(3)			(3)	(3)	(3)	
10093000	Stratford Southern Relief Road - Eastern Extension	2,275	1	0	0	2,276	2,275	1			2,276	0	0	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	2	1	107	0	110	2	2	106		110	1	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	0	4	397	0	400	0	4	396		400	1	0	
10164000	Shipston, Tilemans Lane - Traffic Calming	61	0	11	0	72	61	0	11		72	(0)	(0)	
10257000	South west Warwickshire Fisher Brook Flood Alleviation	0	0	1,150	0	1,150	0	1	1,149		1,150	1	0	
10446000	Rugby, A426 Leicester Rd	5	0	1,961	0	1,966	5	0	1,961		1,966	0	0	
10338000	Ryton, A423 Prologis Park Development Roundabout For Access	8	0	924	0	932	8	10	914		932	10	0	
10382000	Warwick Town Centre Traffic Management	158	250	375	0	783	158	223	402		783	(27)	0	
10930000	Stratford, Guild St - College House Development	110	173	0	0	283	110	176			286	3	3	
10931000	Access To Guide Dog Breeding Centre - Bishops Tachbrook	141	144	0	0	284	141	15	129		285	(129)	0	This scheme did not progress as quickly as expected.
10372000	Kingsbury, Kingsbury Mill Footway and Carriageway	66	2	0	0	68	66	2			68	0	0	
10332000	Rugby, Mill Rd (Key Property Investments No 2)	597	0	0	0	597	597	2			599	2	2	
10346000	Bedworth, Blackhorse Road/Ironbridge Way (Barratt)	342	10	0	0	352	342	11			353	1	1	
10519000	Nuneaton, B4114 New Signalised Junction Tuttle Hill (Redrow)	413	2	0	0	415	413	10			423	8	8	
10907000	Southam, Leamington Road Signalised Pedestrian Crossing (Tesco)	81	41	0	0	121	81	32	9		122	(9)	0	
10001000	Minor Developer Schemes 2009/2010	130	90	0	0	220	130	78	12		220	(12)	0	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	0	2	63	0	65	0	2	63		65	0	0	
10215000	Rugby, Traffic Signal Control Junction Corporation Street	0	0	0	0	0	0	(29)	29		0	(29)	0	
10341000	Warwick Bus Station (self-financed)	0	20	0	0	20	0	20			20	1	1	
10507000	Nuneaton, Queens Rd (Nuneaton Borough Football Club)	0	24	0	0	24	0	20	4		24	(4)	(0)	
11061000	Bedworth George Street Ringway Tesco S278	0	1,085	0	0	1,085	0	1,129			1,129	44	44	Accelerated works and service diversions.
11085000	Minor Developer Schemes 2011/12					0		3			3	3	3	
11079000	Former Cattle Market Site in Stratford	0	0	1,070	0	1,070	0	0	1,070		1,070	0	0	
10935000	Bishopston Lane Improvement	0	3	0	0	3	0	2			2	(1)	(1)	
10220000	Rugby, A4071 Bilton Road Works For Wimpey Housing Development	0	1	0	0	1	0	3			3	2	2	
11093000	A3400 Shipston Road - Waitrose	0	455	200	0	655	0	2	653		655	(453)	0	On site in early 2012-13
11094000	Back Lane Long Lawford	0	200	0	0	200	0	0	200		200	(200)	0	Delays due to coordinating schemes in the same area.
11095000	NVC Pressings - A3400 Birmingham Rd.	0	400	250	0	650	0	175	475		650	(225)	0	On site in early 2012-13
10099000	A426 - Leicester Road, Rugby - Dual Puffin Crossing					0	0	2			2	2	2	
<b>Community Safety, Public Transport and Other</b>														
10273000	Street Lighting Base Programme 2008/2009	0	0	0	0	0	0	(23)	0		(23)	(23)	(23)	
10402000	Street Lighting Base Programme 2009/2010	0	0	0	0	0	0	(21)	0		(21)	(21)	(21)	
10458000	Streetlighting Base Programme 2010/11	0	22	0	0	22	0	22			22	0	0	
10976000	Street Lighting Column Replacement 2011/2012	0	873	0	0	873	0	1,086			1,086	213	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)	0	640	1,000	0	1,640	0	595	1,045		1,640	(45)	0	
10938000	E&E Vehicle Fleet - 2010/11	0	60	0	0	60	0	116	0		116	56	56	Additional spending on vehicles in year funded via a revenue contribution to capital.
11123000	Street Lighting Column Replacement 2012/2013			500		500	0	0	500		500	0	0	
11124000	Street Lighting Column Replacement 2013/2014				500	500	0	0		500	500	0	0	
11125000	Street Lighting Column Replacement 2014/2015				500	500	0	0		500	500	0	0	
		<b>105,480</b>	<b>19,977</b>	<b>30,944</b>	<b>44,368</b>	<b>200,769</b>	<b>105,480</b>	<b>21,178</b>	<b>33,278</b>	<b>44,960</b>	<b>204,896</b>	<b>1,201</b>	<b>4,127</b>	

Performance Indicators

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Actual	Year End Alert	Quarter 4 Actual	Progress to date
M16000	WCC cost per passenger journey on County Council supported bus services.	0.91	0.95	0.82		0.82	The number and subsidy level on WCC supported services has fallen as a result of budget reductions, hence the lower figure. It is anticipated to fall further in 12/13 with a full year of these changes.
M16001	Transport Operations - bus service cost per head of population	5.5	3.04	3.64		3.64	This measure is purely indicative and only expresses the available budget per head of population - it is not a true reflection of performance. Due to licensing and contractual commitments it was not possible to remove or reduce all bus services on 1 April 2011 to ensure that the budget target was met. The transitional period is now complete.
M16002	Length of Highway network where surface treatment was achieved	239	223.7	246.85		246.85	In addition to the declared kms of highway surface treatment achieved, a further 10 kms of micro asphalt was also completed.
M16003	Length of highway network where maintenance is needed	736					The establishment of the final result requires considerable computer processing time to analyse the surface condition data obtained from the extensive scanning of the road network. As in previous years, the final result is anticipated towards the end of May.
M16005	Transport Operations - Concessionary transport - % take up of passes by those		73	73.05		73.05	
M16006	Transport Operations - Special educational needs transport - cost per passenger journey		10.74	9.37		9.37	
M16007	Transport Operations - Mainstream school transport, cost per passenger journey		1.95	2.12		2.12	
M16008	Average bridge condition indicator		91	90.63		90.63	
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)		100	100		100	Full delivery of the annual Transport Capital Programme has been confirmed by the respective finance officer
M16004	People killed or seriously injured in road traffic accidents - Number of casualties	301	298	313		313	It is not possible to say whether the increase in road casualties in a single year results from specific causes or whether it is a random effect. The increase does coincide with a significant reduction in road safety activity by the Council and others because of the financial situation but it is not possible to establish a definite causal link. We are analysing the figures in detail to see what conclusions can be drawn about the way forward.

**APP Q - Public Health**

Service	Agreed Budget as @ Q1 £'000	Proposed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health	49	0	49	50	1	
Other Services contribution to salary costs	85	0	85	95	10	
<b>Net Service Spending</b>	<b>134</b>	<b>0</b>	<b>134</b>	<b>145</b>	<b>11</b>	

APP R - Fire and Rescue - Gary Phillips

2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	11,605	0	11,605	11,507	(98)	Staff Turnover
Prevention and Protection	1,140	0	1,140	1,129	(11)	
Technical Support & Transport	1,786	(302)	1,484	1,584	100	Vehicle Leasing budget overspend.
Water	123	0	123	91	(32)	Part year vacancy.
IT and Communications	622	0	622	761	139	Firelink
Fire Control	756	0	756	(1,073)	(1,829)	Due to the £1.8 million Fire Control grant received from DCLG on 20th March 2012.
Training and Health and Safety	1,260	2	1,262	1,318	56	
Human Resources and Occupational Health	230	0	230	191	(39)	
Service Administrative Support	70	0	70	77	7	
Financial Services	(197)	(60)	(257)	(257)	0	
Improvement Plan	345	0	345	198	(147)	Due to timing differences on the delivery of the different elements of the plan
Firefighters Pension	829	0	829	598	(231)	This under spend is due to the low level of ill health retirements.
Strategic Leadership and Operational Support	253	6	259	260	1	
Planning and Performance	365	(9)	356	335	(21)	
Major Incident - Atherstone on Stour	(9)	0	(9)	425	434	Mainly legal costs associated with the Atherstone on Stour Incident.
Capacity	672	0	672	675	3	
<b>Net Service Spending</b>	<b>19,850</b>	<b>(363)</b>	<b>19,487</b>	<b>17,819</b>	<b>(1,668)</b>	

2011/12 to 2013/14 Savings Plan

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

2011/12 to 2013/14 Capital Programme

Agresso Project Code	Description	Approved Budget at Quarter 3				Forecast at Outturn					Variation at Outturn		Reasons for Variation and Management Action	
		Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	Earlier Years £'000	2011/12 £'000	2012/13 £'000	2013/14 and later £'000	Total £'000	2011/12 £'000		Total £'000
10183000	Fire Safety Management Information System	0	3	0	0	3	0	3			3	(0)	(0)	
10538000	Equipment for Fire Appliances - Base Programme 2010/11	0	110	0	0	110	0	0	0		0	(110)	(110)	The three budgets for equipment for fire appliances have been combined. The residual spend for next year is held on 2012/13.
11046000	Equipment for New Fire Appliances 2011/12	0	120	0	0	120	0	283			283	163	163	The three budgets for equipment for fire appliances have been combined. The residual spend for next year is held on 2012/13.
11151000	Fire Capital Grant - Equipment for Fire Appliances	0	80	65	0	145	0	20	72		92	(60)	(53)	The three budgets for equipment for fire appliances have been combined. The residual spend for next year is held on 2012/13.
10574000	Fire Capital Grant - Service HQ Office Reorganisation	0	12	0	0	12	0	18			18	6	6	This scheme's costs balance against the overall Fire Capital Grant 2011/12 allocation
11086000	Fire Capital Grant 2011/12	0	400	265	0	665	0	360	299		659	(40)	(6)	This scheme's costs balance against the Service HQ reorganisation allocation
10575000	Fire Capital Grant - Improvement Plan	0	169	0	0	169	0	89	80		169	(80)	0	
11147000	Improvement Plan - Convert Alcester to Whole Time	0	430	121	0	551	0	405	146		551	(25)	0	
11148000	Improvement Plan - Road Traffic Collision/Specialist Rescue Vehicle Equipment	0	84	45	0	129	0	40	89		129	(44)	0	
11043000	Vehicle Replacement Programme 2011/12 (Self-financed)	0	185	50	0	235	0	0	235		235	(185)	0	Due to a fleet review and the ongoing Improvement Plan Project there has been a delay in the purchase of 3 hydrant vans and the replacement of 4x4 vehicles but they are on order and will be purchased in 2012/2013
11088000	Fire Capital Grant - Integrated Communications Control System	0	0	135	0	135			135		135	0	0	
11044000	Vehicle Replacement Programme	0	0	520	0	520			520		520	0	0	
11045000	Vehicle Replacement Programme	0	0	0	720	720					720	0	0	
11047000	Equipment For New Fire Appliances	0	0	80	0	80			80		80	0	0	
11048000	Equipment For New Fire Appliances	0	0	0	120	120					120	0	0	
10933000	Emergency Fire Control Call Handling	0	0	185	0	185					185	0	0	
TBC1	Fire Capital Grant - Light Building for Vehicle Inspection and Repair	0	0	122	0	122					122	0	0	
TBC2	Fire Capital Grant - Portable Specialist	0	0	108	0	108					108	0	0	
TBCW	Vehicle Replacement Programme				720	720					720	0	0	
TBCX	Equipment for New Fire Engines				120	120					120	0	0	
TBCY	Warwickshire Fire Control Provision			1,235	853	2,088			1,235	853	2,088	0	0	
		0	1,593	546	0	2,139	0	1,218	921	0	2,139	(375)	(0)	
		0	1,593	1,201	720	3,514	0	1,218	1,576	720	3,514	(375)	(0)	

**Performance Indicators**

Ref	Measure	2010/11 Actual	2011/12 Target	Year End Target	Year End Actual	Period Alert	Progress to date
M17000	No. of fire related deaths which were preventable per 100,000 population	NA new indicator this year	0	0	0	▲	
M17001a	No. of injuries in primary fires per 100,000 population	4.52	4.11	4.11	2.64	▲	
M17002	Total number of fires per 100,000 population	389.4	381.6	381.6	415.3	●	
M17003	No. of primary fires	952	951	952	860	▲	
M17004	No. of primary fire fatalities	4	0	0	1	▲	There has been 1 fire related death this year in the Warwick district. The death occurred following a road traffic collision incident.
M17005	No. of primary fire non-fatalities	19	14	14	14	▲	
M17006	No. of accidental dwelling fires	207	206	207	174	▲	
M17007	No. of fatalities arising from accidental dwelling fires	2	0	0	0	▲	
M17008	No. of non fatal casualties arising from accidental dwelling fires	14	13	8	8	▲	
M17009	No. fires in in non-domestic properties	156	155	156	97	▲	
M17010	% fires attended in dwellings where smoke alarm not activated	16.2	20	20	20.1	▲	
M17011	% fires attended in dwellings where smoke alarm activated	49.03	52	52	40.38	▲	There has been a working smoke alarm fitted in 76 of the 190 dwelling fires the Service has attended this year. This result of 40% is still short of our preferred target of 52%. There has been no smoke alarm fitted in 75 of the 190 dwelling fires the Service has attended this year. This represents 39.5% and is still a higher proportion than the Service would like to see. The Service continually monitors the levels of activity within this measure and research is conducted using the MOSAIC dataset to establish groups within the Community who are more at risk of having fires in the home. Appropriate and innovative methods of engagement are used to communicate with these vulnerable groups to ensure fire safety messages are shared. Home Fire Safety Checks are an established method of engagement but other methods under trial at the moment include the use of Bluetooth technology.
M17012	% fires attended in dwellings where no smoke alarm fitted	34.77	28	28	39.52	▲	
M17013	No. Home Fire Safety Checks Completed	11345			8734		Volume related targets were removed at the half year point
M17014	Arson Incidents - Primary Fires	330	329	330	299	▲	
M17015	Arson Incidents - secondary fires	749	748	749	950	▲	The number of deliberate small fires has increased from 749 to 950 between 10/11 and 11/12. All districts apart from Warwick have experienced significant increase, particularly Rugby which was 84.4% over the previous year's levels. This sudden rise in activity can be attributed to many factors, including two spikes of activity in April and August 2011. This reflects the Easter holidays and they the extended Royal Wedding Bank holiday weekend coupled with the unseasonably hot weather in April. Within the month of August, there was an increase of fires alongside the "civil unrest" period and more localised issues across the county for this type of activity became apparent. The Arson Reduction Team (ART) is continually reviewing the levels of activity across the County and is quick to respond to any emerging patterns. The Small Fires Unit (SFU) went on the run in the Nuneaton and Bedworth area in April this year and it is anticipated that this initiative will continue to drive activity down.
M17016	False alarms - auto detect	595	263	263	208	▲	
M17018	No. of malicious calls attended	44	43	44	49	▲	The number of malicious calls attended has increased slightly year on year from 44 to 49 incidents. These types of calls are unwanted to the Service and result in appliances being mobilised unnecessarily wasting resources and tying the resources up when they could be needed elsewhere for a real emergency. Control staff are aware of the increase in these types of incident and they are continuing to adhere to the Call Challenge policy to minimise unnecessary mobilisations. At the same time they are working with phone providers to block numbers that make malicious calls.
M17019	No. malicious calls not attended	40	38	38	61	▲	
M17020	% satisfaction that the Council is a good employer	65.1					The staff survey was not conducted during 2011/12 and therefore performance against this measure cannot be reported.
M17021	% of all benchmarkable staff satisfaction responses at or above top quartile						The staff survey was not conducted during 2011/12 and therefore performance against this measure is not possible.
M17022	No. of working days lost to sickness absence per Full Time Equivalents (FTE) uniformed	9.69	9.6	9.6	8.01	▲	
M17023	No. of working days lost to sickness absence per FTE non uniformed	8.09	8.08	8.08	14.42	▲	The sickness levels of non-uniformed staff increased during the pervious 12 months while large groups of staff were under threat of redundancy.
M17024	% of employees retiring on grounds of ill-health	0.2	0.19	0.19	0.25	●	
M17025	% of employees who are disabled uniformed	0.44	0.44	0.44	0.48	▲	

Ref	Measure	2010/11 Actual	2011/12 Target	Period Target	Period Actual	Period Alert	Progress to date
M17026	% of employees who are disabled non uniformed	3.4	3.41	3.41	2.86	▲	The numbers of Fire & Rescue non-uniformed employees has decreased over this period, firstly through redundancies and secondly through groups of staff being transferred to the WCC Resources Group. This has had an impact on the Fire & Rescue data.
M17027	% employees from BME communities uniformed (existing & new entrants)	3.08	3.07	3.07	2.41	▲	The % reduction in BME uniformed employees is due to a number of retirements during the year. Recruitment to the vacant posts has been through redeployment of existing RDS staff who would be at risk of redundancy in the near future. Thus the ethnic mix of the Service has been changed due to the small numbers included in this indicator.
M17028	% employees from BME communities non uniformed (existing & new entrants)	4.8	4.81	4.81	2.86	▲	The numbers of Fire & Rescue non-uniformed employees has decreased over this period, firstly through redundancies and secondly through groups of staff transferred to the WCC Resources Group. This has had an impact on the Fire & Rescue data.
M17029	% of women fire-fighters (existing & new entrants)	4.77	4.7	4.7	5.02	▲	
M17030	% of earners (senior managers) who are women	0	0.89	0.89	0	▲	Changes to the structure within the management team this year have resulted in the two female business partners reporting to the centre therefore the figure is zero
M17031	% of earners (senior managers) who are from ethnic minorities communities	3.45	3.51	3.51	0	▲	There are no senior managers who are from an ethnic minority
M17032	% of earners (senior managers) who are disabled	3.52	3.58	3.58	0	▲	The Fire & Rescue Service generally has fewer disabled employees than other WCC groups due to the nature of the work and so we would not expect this figure to be high
M17033	No. of accidents		47	47	38	▲	
M17034	No. of injuries	54	54	54	57	▲	Personal injuries have increased by 3 compared to the last year. The only notable trend would appear to be in the area of physical training with 8 incidents occurring. As part of the introduction of fitness standards and the appointment of the Services Fitness Instructor, initiatives are in progress to heighten awareness around safe and correctly assessed PT activities.
M17035	No. Near Misses Reported	34	34	34	36	▲	Near misses are slightly up on the same period last year and there is still an underlining perception that not all near misses are being reported.
M17036	No. of dangerous occurrences	5	5	5	3	▲	
M17037	No of acts of violence or aggression	3	3	3	7	▲	All the violence and aggression incidents have been verbal interactions that have not resulted in any physical abuse. 5 out of the 7 reports this year have involved telephone abuse received within Fire Control and 3 were directly related to the mobilisation changes regarding turnout to Automatic Fire Alarms.
M17038	Response from Annual Staff Survey	15					The staff survey was not conducted during 2011/12 and therefore performance against this measure is not possible.
M17039	% Satisfaction with Home Fire Risk Assessment	99	99				This is a year end estimate as the actual will not be available until the end of May 2012
M17040	% satisfaction with Post Fire Safety Audit	99	99				This is a year end estimate as the actual will not be available until the end of May 2012.
M17041	% satisfaction with Quality of Service Survey	396	99				This is a year end estimate as the actual figures will not be available until the end of May 2012
M17042	% Achievement of WCC Customer Care Standards			95	95		
M17043	Financial Management % Year End Variance from budget	1.43	1	1	0.05		This figure excludes all budget and expenditure related to the Atherstone on Stour incident, firefighter pensions( ill health retirement and injury awards) and the Fire Control grant.
M17044	Amount of cashable efficiencies released	203000	400000	400000	400000		

#### High Level Risk Information as at end of March 2012

Business Unit	Risk Title	Net Risk Level	Comments / Further actions being taken
Fire and Rescue	Industrial action by operational firefighters, service control staff or support staff.	12 (R)	Annual review of Business Continuity Plan. Risk rating adjusted 10th February 2012 following announcement by FBU of intention to ballott over pension negotiations.  The net score for this risk has been changed to 12 from 16 to reflect the plans and processes for the mitigation of the risks from strike action. However, the business continuity plans require the deployment of all of the operational strategic management structure personal. This decreases the services capacity to deliver the vast majority of service development activity including, the Improvement Plan, Strategic Commissioning, Training, Service Control Upgrade and so on.
Fire and Rescue	Consequences of the Atherstone Fire tragedy on WFRS.	12 (R)	The net score for this risk has been changed to 12 from 16 to reflect the amount of resources and effort that is being made to mitigate the outcome of the trial. However, it must be noted that the trial will place information into the public domain that is likely to attract widespread national written and broadcast media coverage. The outcome will probably affect staff morale and stakeholders perceived confidence in WFRS.

## APP S - Other Services

### 2011/12 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(36,161)	(20)	(36,181)	(37,419)	(1,238)	Includes £854,000 NHS Grant and £63,000 New Homes Bonus Grant that are the first instalment of 2012/13 funding but were received in 2011/12. Members have already decided how this funding will be used as part of setting the 2012/13 budget. £301,000 relates to the 2011/12 New Homes Bonus funding. It is proposed that this funding is held as a provision to meet any one off costs arising from the introduction of the Community
DSG & YPLA Grants, including school reserves	(315,474)	6,612	(308,862)	(308,862)	0	
Individual Schools Budget (ISB)	272,025	(3,085)	268,940	267,557	(1,383)	
Banking & Treasury Management	192		192	96	(96)	
Capacity Building Fund	0		0	(60)	(60)	
Capital Financing Charges & Interest on revenue balances	38,047	48	38,095	36,017	(2,078)	A significant underspend against the Public Works Loan Board budget provision as a consequence of underborrowing from external sources last year and the intended call from internal sources this year have resulted in lower interest payments being made. This effect has been compounded by the fact we have taken out loans for shorter periods which attract lower repayments rates. In addition there has been a significantly better return on investments managed by our external fund managers compared to the original forecast. Also a reduced capital financing requirement led to a reduced minimum revenue provision charge
Corporate Management Board	1,187	(18)	1,169	1,269	100	This reflects there being more than three Strategic Directors and a Chief Fire Officer being in place for part of 2011/12
CS & C Coroner	378		378	336	(42)	
Environment Agency (Flood Defence Levy)	210		210	208	(2)	
External Audit Fees	377		377	220	(157)	
Insurance	0		0	3,050	3,050	This is mainly due to a provision of £2.822 million being made for the expected cost to the authority resulting from the potential insolvency of Municipal Mutual Insurance (MMI) following a recent legal judgement and any subsequent claims previously covered under MMIs policies.
LPSA Performance Reward Grant	341		341	248	(93)	Projects only started part way through the year and will now finish in 2012/13.
County Council Elections	109		109	6	(103)	
LGA Subscription	109		109	72	(37)	
Members Allowances and Expenses	1,016		1,016	966	(50)	
Other Administrative Expenses	508	(91)	417	304	(113)	
Other Income	(27)		(27)	(11)	16	
Technical adjustments on pensions	(4,767)		(4,767)	(4,767)	0	
Pay & Conditions Phase 2	(858)	75	(783)	(29)	754	This was a planned overspend to be funded from the Equal Pay Reserve.
Reorganisation Pensions	53		53	49	(4)	
Subscriptions	120		120	82	(38)	
<b>Net Service Spending</b>	<b>(42,615)</b>	<b>3,521</b>	<b>(39,094)</b>	<b>(40,668)</b>	<b>(1,574)</b>	
				DSG	(1,383)	
				Non DSG	(191)	

## Performance Summary

### 1. Background

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

- 1.6. For 2011 / 12, progress against all measures and targets is presented against 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 2011.	
	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 Performance Plus***

- 1.7. All data included in this report for Mid Year, Qtr 3 and Year End is provisional unaudited data and subject to change.
- 1.8. The performance information contained within this appendix is based on data as at the end of Qtr 4 (April – March 2012). Further actual period performance, where it is available, can be accessed via the Corporate Business Plan on the Warwickshire Hub.
- 1.9. Throughout the report, we have included hyperlinks where Members can access additional supporting information.

## 2. Overall Performance Summary for 2011/12

The performance information contained within this appendix is based on actual unaudited data at the end of March 2012 unless specified

Direction of Travel at Year End										↑		
	Red			Amber			Green			Total		
	Mid Year	Qtr 3	Year End	Mid-Year	Qtr 3	Year End	Mid-Year	Qtr 3	Year End	Mid-Year	Qtr 3	Year End
<b>Total</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>29</b>	<b>30</b>	<b>26</b>	<b>40</b>	<b>41</b>	<b>38</b>
<b>%</b>	<b>7%</b>	<b>7%</b>	<b>5%</b>	<b>20%</b>	<b>20%</b>	<b>26%</b>	<b>73%</b>	<b>73%</b>	<b>68%</b>			
<b>Number of measures we are unable to report progress against at the year end.</b>										<b>6</b>	<b>5</b>	<b>8</b>

Overall, we are delivering on the Aims and Ambitions as set out in the Corporate Business Plan. 68% of all available performance measures are reporting that at the end of March 2012, they are on target (26 out of 38) compared 73% at the end of Quarter 3 (30 out of 41). Therefore for 2011/12 our direction of travel has overall improved relative to the targets set in February 2011.

At the Year End, we are unable to report progress against 8 measures and there are:

1. Number of No. of transactions migrated to a cheaper channel as a result of the one front door project,
2. Estimate savings associated with the above transactions,
3. % of ICT developments completed to budget & time as part of the one front door project,
4. % staff who are flexible workers
5. % satisfaction that the council is a good employer.
6. % of de-registrations of children who have had a Child Protection Plan for more than 2 years
7. Number of corporate projects which deliver CO2 reductions
8. Net Variation to Budget

There are only 2 performance measures that have not met their target set for 2011/12 and they are:

1. Bus services cost per head of population in the county
2. Established principles of WCCs market position including approach to maximising income by 2012

Further details are provided under the relevant ambitions within this report.

### 3. Highlights by Ambition

#### 1. Community & Customers

Green

##### Outcomes:

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



	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
<span style="color: red;">■</span> Red	0	0	0	0
<span style="color: orange;">■</span> Amber	3	1	1	1
<span style="color: green;">■</span> Green	0	2	2	2
<span style="border: 1px solid black; display: inline-block; width: 10px; height: 10px;"></span> NYA	3	3	3	3

##### Data Notes

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

Performance is based on Year End Actuals

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

##### Commentary and Key Actions Taken

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

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

The survey results indicate that overall:-

- 67.9% of respondents are satisfied with the quality of service received from WCC.
- 83.6% of all respondents are satisfied with the local area as a place to live and
- 33.9% of respondents stated that they agree they can influence decisions in their local area and when compared to the 2009 Place Survey, this represents an increase of four percentage points for this measures.

The majority of respondents concluded that they consider that the level of crime, access to affordable decent housing, public transport and job prospects are *the top* priorities for making somewhere an important place to live..

### **Customers are able to access services more effectively**

A key focus in 2011/12 was to reduce service costs and improve service delivery through electronic service delivery. There has been significant progress on priorities originally developed by the One Front Door Board:

- Customers can now renew on line, licence renewals for feed regulations, poisons list and storage of petrol
- An online process has been developed for joining the library. This process has been integrated with the library management system and reduces double entry of data and provides a better service to the public.
- The County Records office has launched a service with Ancestry UK to provide parish records online.
- A contract is in the process of being established with Bridgman Art library for providing Warwickshire Images online. Images can be updated every quarter and print on demand services are also being investigated.
- Web site information relating to anti bullying, childcare careers, early intervention, and stop smoking has been improved.
- Good progress has been made in the online self-assessment and social care resources projects. The process, project initiation document, project plan and customer journey have been signed off by the project board. The board have commissioned a prototype with minimum viable functionality for pilot in summer 2012, and work has started on the products required. The Buy with Confidence/Support with Confidence scheme is proposed for supplier vetting and work has started on gaining the necessary approvals. Discussions are underway with Health on joint working on forms development, and with the supplier Mydex on personal data stores for people to be able to save their records if desired.

- Registrars' online bookings:- A solution has been found and work is underway on implementation. A free to use online service has also been trialled for other WCC events and is likely to be adopted. This is a good example of using Software as a Service (SaaS), which can significantly reduce costs and speed up implementation.
- HR are now using the Capita Vetting Service for CRB checks with applications and invoice payments online. This has significantly reduced the time required to carry out CRB checks
- A Warwickshire Online Shop. Although technically feasible, the business area concluded this would not be profitable and decided not to proceed.
- Work is also in train in the following areas
  - Highways searches
  - Public transport information.
  - Non emergency calls to the CSC
  - An online form for free school transport
- To allow us to take online payments in the CSC we are also working towards the Payment Card Industry Data Security Standard (PCI DSS). We aim to achieve compliance by March 2013, as this is a complex technical project. We are allowed to take payments in the meantime as long as we have a compliance plan in place. and expect to go live Q3 2012).

A number of CSC processes have been introduced or enhanced

- A new national Blue Badge process, linking to a national system and integrating photograph scanning, has been introduced to very tight national timescales.
- The Tell Us Once process has gone live with Registrars to deliver more seamless customer service.
- The Registrations process has been enhanced
- The NWBC and NBBC Housing Adaptations Teams have been added to the Social Care and Support process, delivering a more joined-up service. Enhancements have also been made to the processes for initial contact assessments, safeguarding adults and screening
- Library book searches and reservations have been improved
- The concessionary travel process has been updated
- Age UK signposting

#### **Hyperlinks to Associated Business Plans**

[Customer Services Business Plan](#)

[Information Assets](#)

[Localities & Community Safety Business Plan](#)

## 2: Safety & Protection

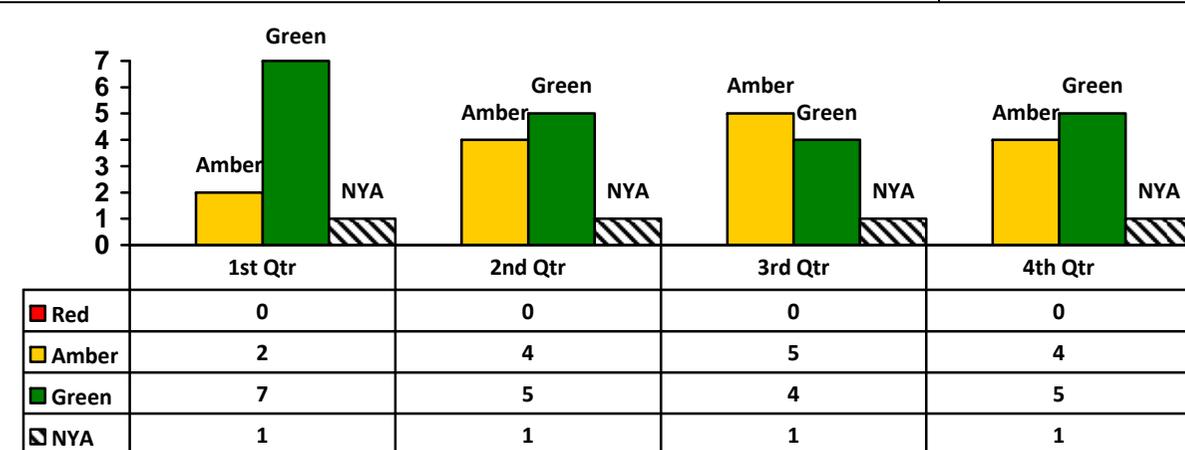
Amber



### Outcomes:

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

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



### Data Notes

% of de-registrations – year end actual data is not currently available for this measure.

Performance is based on Year End Actuals unless specified

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
No. of people killed or seriously injured on our roads	298	298(G)	298(G)	305(A)	313(A)
% of core assessments that were completed within 35 working days	92%	84%(A)	84%(A)	84%(A)	84%(A)
% of de-registrations of children who have had a Child Protection Plan for more than 2 years	7%	NYA	NYA	NYA	NYA
% of children becoming the subject of a Child Protection Plan for a 2 <sup>nd</sup> or subsequent time	13.5%	13.5%(G)	13.5%(G)	13.5%(G)	13.5%(G)
Incidents of serious acquisitive crime per 1,000	11.82	11.82(G)	12.37(A)	12.61(A)	12.80(A)
Incidents of all Anti social behaviour	25384	25384(G)	22805(G)	22223(G)	21725(G)
Incidents of all violent crime per 1,000	5.38	5.38(G)	5.52(A)	5.42(A)	5.38(G)
No. fire related deaths which were preventable per 100,00 population	0	0(G)	0(G)	0(G)	0(G)
No. of injuries in primary fires per 100,000 population	4.30	4.00(G)	4.00(G)	4.00(G)	4.00(G)
Total number of fires per 100,000 population	389.4	410.0(A)	410.0(A)	415.0(A)	415(A)

### Commentary and Key Actions Taken

### **Warwickshire Residents are safer on our roads**

Following on from an extended period of continuous improvement, 2011 has seen the first increase in Killed and Seriously Injured (KSI) road casualties in ten years. 2011 KSI casualties are up 5% on the preceding year but despite this increase, they represent less than half the number recorded in 2001 - 313 compared to 639. It is not possible to say whether the increase in road casualties in a single year results from specific causes or whether it is a random effect. The increase does coincide with a significant reduction in road safety activity by the Council and others because of the financial situation but it is not possible to establish a definite causal link. We are analysing the figures in detail to see what conclusions can be drawn about the way forward.

### **Warwickshire's children & young people are safe from harm**

In 2011, the Business Unit received a number of statutory inspections from Ofsted. June 2011 saw the inspection of the Fostering Services that found us to be "good" with areas of outstanding practice. At the same time, we had our second unannounced inspection of contact, referral and assessment undertaken by Ofsted. This identified that there were no areas for priority action and 4 areas for improvement against which an action plan was formulated.

On 31st October 2011, Ofsted undertook the 10-day inspection of safeguarding and looked after children, which took a wide view of the services provided to children in need and their families across the County Council and partner agencies. The inspection was published on 16th December 2011 and found that our services were "good" for both safeguarding and looked after children. This is a significant achievement in a national context of increased expectation and more challenging judgement criteria. In December 2011, Ofsted undertook an inspection of adoption services as part of their pilot of the new inspection framework. Whilst this was not a statutory inspection, it was rigorous and a finding of "good" was made.

The performance data is not yet verified and therefore should be treated with caution as it is likely to improve.

At the end of Quarter 4, the percentage of core assessments that were completed within 35 working days remains below the 92% target set. However, these figures reflect the increase in the numbers of referrals received and a significant increase in the numbers of core assessments required to be undertaken. Whilst the figure does not meet the target, it does represent good comparative performance nationally and regionally and therefore remains within tolerance.

In line with national trends, we have continued to see a rise in the numbers of children becoming subject to child protection plans including for a second time. Despite not meeting targets, we continue to perform well nationally within the parameters of a "good banding". Specific focus is also being given to the target setting within the Child Protection plans to ensure that they are SMART under the auspices of the Ofsted Action Plan. These areas of activity are dependent upon multi-agency working and are routinely considered by the Performance, Monitoring and Evaluation Sub-Committee of Warwickshire Safeguarding Children Board.

### **Reducing the instances and impact of Crime**

The incidence of serious acquisitive crime has missed target by 8.3%. For various reasons there has been a problem with the

number of domestic burglaries going up over the course of the 2011/12 reporting year. However, the rate of increase has now slowed as a result of a number of interventions by the Police, Community Safety Partnerships and WCC Community Safety Project Officers. Burglary reduction will continue to be a priority for all agencies in the coming year and further intervention work will be identified. Unfortunately, we know from past experience and available research, that in times of financial difficulty, burglary reduction is likely to continue to be a challenge.

On first impressions it appears that we have exceeded our target for Anti-Social Behaviour. However, the criteria for recording ASB was changed completely for the 2011/12 reporting year and now additionally focuses on the victims and not just the incidents of ASB. Due to these changes it is no longer possible to make direct comparisons with previous years and as such 2011/12 should be considered as the baseline for future performance.

The “incidence of violent crime” data available at quarter 2 and quarter 3, although on an improving trend, led us to forecast that we would most likely miss our year-end target by about 1%. However, it is pleasing to report that the improvement continued and as such we were able to achieve the previously declared target of 5.38 incidents per 1000 population.

### **Reducing the instances and impact of fire**

At the year end the total number of fires attended by WFRA is over target by 162 incidents an increase of 7.9% on the previous year. However when compared to the Corporate Business Plan target set per 100,000 population, we still remain within tolerance and this is reflected in the table above. The increase in the number of total fires is due to the sub category of deliberate small fires being over target. This trend has been on-going from the start of the year when there was a period of extended holidays over the Easter period which coincided with some unseasonably warm weather. There was also a spike in activity during August around the time of the civil disturbances and this increased activity could be linked to the unrest that was occurring across the Country at that time.

The Arson Reduction Team work continuously on identifying emerging trends and targeting intervention initiatives in high priority areas to reduce the number of deliberate small fires. This year Anti-Social Behaviour Intervention Team (ASBIT) initiatives have taken place within Warwick, Rugby, and Nuneaton & Bedworth Districts during historically high activity periods. Accidental dwelling fires are 16% below last years reported levels. During this year there have been no reported preventable deaths in property or vehicles and fire related injuries are 36% below last year. Community fire safety initiatives, such as the Schools Programme and targeted delivery of Home Fire Safety Checks to vulnerable members of the Community across the County have attributed to this strong performance. The Fire Protection Team visit business premise to advise them on fire safety issues with their premise and subsequently fires in non-domestic properties are 37% below last years recorded levels.

Hyperlinks to Associated Business Plans:

[Safeguarding Business Plan](#)

[Localities & Community Safety Business Plan](#)

### 3: Care & Independence

**Green** 

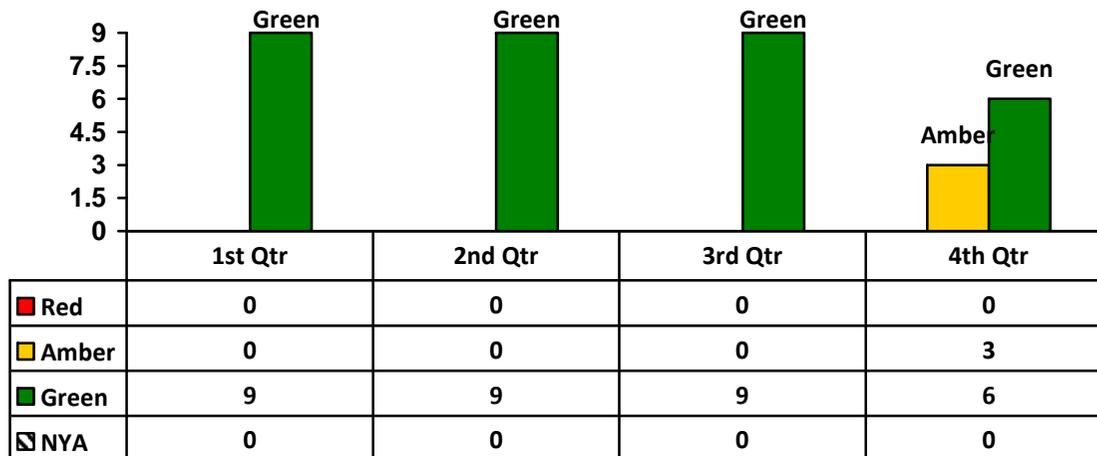
#### Outcomes:

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

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

#### Data Notes

Performance is based on Year End Actuals unless specified



Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The proportion of those using social care who have control over their daily life	68%	68%(G)	68%(G)	68%(G)	70%(G)
The proportion of people who use services & carers who find it easy to find information about support	50.4%	46%(G)	46%(G)	46%(G)	49.6%(A)
% of people using social care who receive self directed support	45%	45%(G)	45%(G)	47%(G)	47.5%(G)
% of older people (65+) who are still at home after 91 days following discharge from hospital	85%	88%(G)	88%(G)	86%(G)	81.30%(A)
Admissions to residential care homes per 1,000 population	57*	13.5(G)	13.5(G)	56.0(G)	57.37(A)
Delayed transfers of care	17.0	16.0(G)	16.0(G)	16.0(G)	16.0(G)
Transfer of Public Health Function	Yes	Yes(G)	Yes(G)	Yes(G)	Yes(G)
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Yes	Yes(G)	Yes(G)	Yes(G)	Yes(G)
Healthwatch in operation by 1 <sup>st</sup> April 2013	Yes	Yes(G)	Yes(G)	Yes(G)	Yes(G)

## **Commentary and Key Actions Taken**

The outturn shows excellent improvements with respect to the proportion of people feeling they have control over their daily life and the target has been exceeded. This outturn is now in line with the national average for 2010-11 for this indicator after Warwickshire's performance was in the bottom quartile last year. This significant improvement could indicate impact of a number of our developments, such as the roll-out of a personalised approach, or the Learning Disability Strategy implementation amongst other things.

Linked to this positive outturn, the number of people who use services, who find it easy to find information about support is also exceeded. When we overlay on top of this that our targets have been achieved with respect to the numbers of people now being offered a personal budget (this shows as 45% on this report, but the new and more applicable Personalisation Milestones definition from 2011/12 shows that achievement is 75%), a picture appears to be emerging that customers (as expressed in a survey by the customers themselves) are more satisfied with the new arrangements.

With respect to the amber targets, care home placement rates are only slightly higher than our target and have reduced from 10-12. We remain one of the best performing authorities compared to 10-11 outturn. The delayed transfer of care target was only marginally missed and this was primarily due to very high hospital demand in March, leading to pressures on all services. A piece of work has been initiated to take a new strategic approach to addressing social care delayed discharges, which are a small proportion of the total (this target being for both health and social care delays). With respect to the percentage of people still at home after 91 days, this is slightly below target, although the data is current provisional. The fact that criteria has widened to enable more people the opportunity to benefit from Reablement Services, may lead to people with higher needs coming into the service, and therefore being a higher risk of being unable to remain at home.

### **Public Health**

On 9 March 2012 Public Health Warwickshire submitted its final transition plan and accompanying summary information to the Department of Health following an earlier submission in January 2012. In the middle of May we received notification from the Department that our plan was rated as green.

Locally, the Health Transformation Board – now replaces the Health Transition Group and is focused on the longer term priority health developments across Health and WCC.

The Health and Well Being Strategy will be launched for consultation in June and the Director of Public Health's Annual report will go to Cabinet in September prior to being published in the same month.

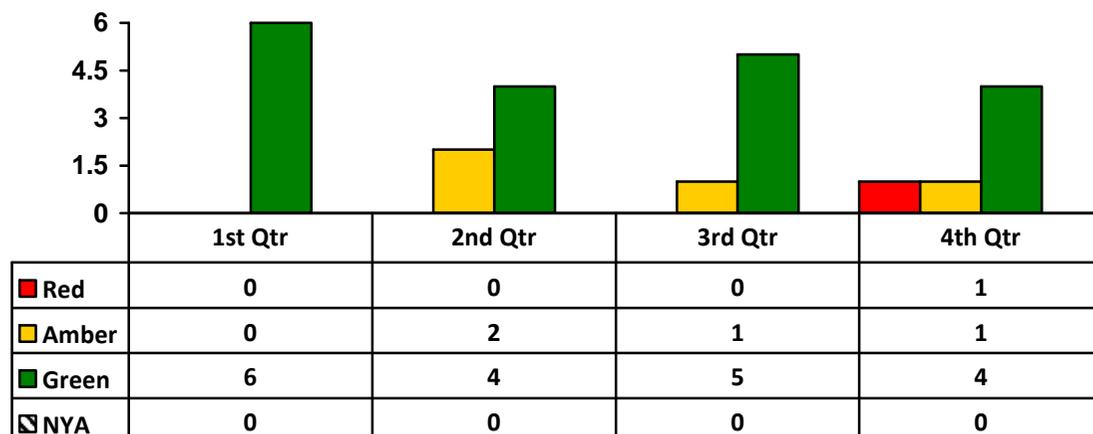
The Directorate is also developing a Memorandum of Understanding with Districts and Borough's and is agreeing match funding initiatives for 2012/13 that meet priorities of mutual interest.

#### 4: Enterprise, Transport & Tourism

Green 

##### Outcomes:

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



##### Data Notes

Performance is based on Year to Date Actuals unless specified

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
The number of individuals undertaking Apprenticeships in the sub-region	1550	1,550(G)	2850(G)	6590(G)	6590(G)
The number employed in key target growth sectors of the sub regional economy	138000	138,000(G)	136,488(A)	139,200(G)	139,200(G)
Businesses reporting skills shortages	35%	35%(G)	38.4%(A)	37.60%(A)	37.60%(A)
WCC cost per passenger journey on WCC supported services	£0.95	£0.95(G)	£0.94(G)	£0.94(G)	£0.82(G)
Bus services cost per head of population in the county	£3.04	£3.04(G)	£2.99(G)	£2.99(G)	£3.64 (R)
Length of highway network where surface treatment was achieved	223.7km	223.7km(G)	224.08km(G)	239.88km(G)	246.85km(G)
Length of highway network where maintenance is needed*		757.8km			

##### Commentary and Key Actions Taken

##### A thriving business community in Warwickshire

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

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

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

### **A more efficient transport infrastructure**

The 2011/12 target for the “length of highway network where surface treatment was achieved” was set at 223.7 kms. Full year results confirm that a total of 246.85 kms was completed – an increase of 10.3% against programme. This achievement comprised 57.45 kms of structural maintenance work and 189.4 kms of surface dressing work. In addition to the declared kms of highway surface treatment achieved, a further 10 kms of “micro asphalt” was also completed.

At March 2012, 757.8kms of the road network across Warwickshire was identified as being in need of maintenance work. The ability to carry out maintenance works to the network (and so reduce the length of network requiring treatment) is largely governed by available budgets. At current levels of funding, the condition of the network can be expected to continue to deteriorate at the same rate currently being experienced. In terms of network length, this equates to some 80km additional network requiring treatment each year.

The year end result for “WCC cost per passenger journey on supported services” was 13.7% less than the declared target. The number and subsidy level on WCC supported services has fallen as a result of budget reductions with those services carrying the lowest numbers of passengers, and therefore being the least cost effective services, tending to be cut, hence the lower figure. It is anticipated that this will fall further in 12/13 when a full year of these changes will have taken effect.

Bus service cost per head of population - due to licensing and contractual commitments it was not possible to remove or reduce all bus services on 1 April 2011 to ensure that the budget target was met - this transitional period is now complete. It should be noted that this measure is purely indicative and only expresses the available budget per head of population – therefore it is not a true reflection of performance.

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

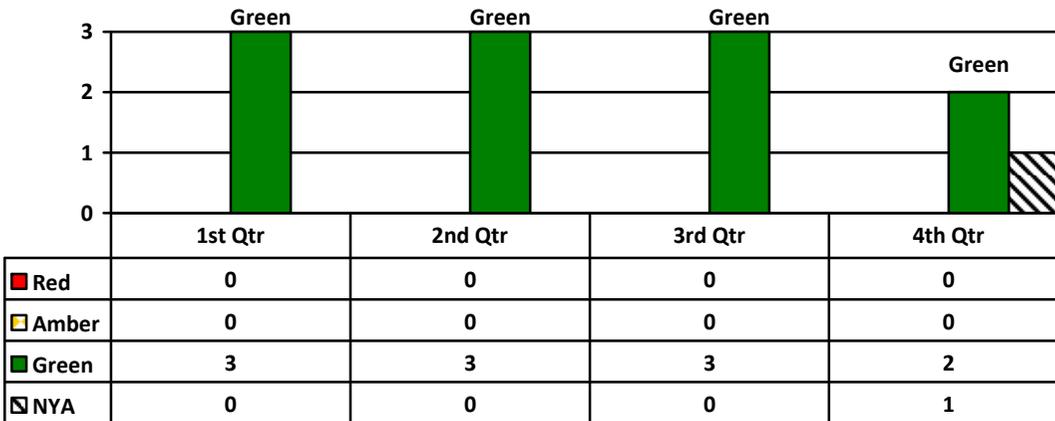
## 5: Environment & Housing

Green



### Outcomes:

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



### Data Notes

Number of corporate projects which deliver Co2 reductions: The year end actual will not be available until July

Performance is based on Year to Date Actuals unless specified

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Residual household waste per household is minimised	589kg	589(G)	589(G)	571(G)	531.25(G)
The number of corporate projects which deliver Co2 reductions	2.5%	2.5%(G)	2.5%(G)	2.5%(G)	NYA
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care	107	107(G)	107(G)	119(G)	119(G)

### Commentary and Key Actions Taken

It is evident that the level of residential waste is continuing to decline across the county. This latest improvement has been helped by Nuneaton & Bedworth Borough Council's move to alternate weekly collections on the 24<sup>th</sup> October 2011 with the corresponding increase of its recycling performance. We are forecasting that we will beat the residual household waste target across the County for 2011/12 with a year-end estimate of 531.25 kg of residual waste per household – this is based on a validated quarter 3 actual of 406.95 kg / hh and represents an improvement of almost 10% compared to the original target. Fully validated year end results will not be available until August/September.

### Number of corporate projects which deliver Co2 reductions

In order to calculate this measure they are we are awaiting the last set of March energy bills. Energy bills are sent quarterly in

arrears and from these we need to know the consumption data in order to work out, using emission factors, the carbon dioxide emissions. We are expecting to have all the energy consumption data for every property by around the 2<sup>nd</sup> week in July as all annual supplier statements were requested approximately three weeks ago but can take up to six weeks to come through to us. We anticipate therefore, that we will be able to report on our 2011/12 CO<sub>2</sub> emissions for the Carbon Reduction Commitment by the end of July.

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

## 6: Schools & Education

Green



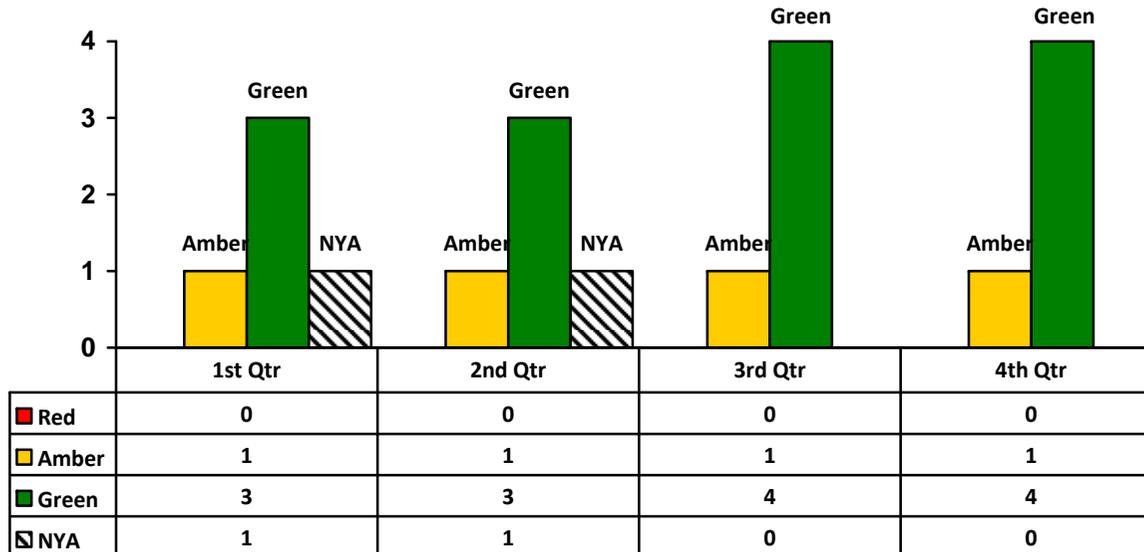
### Outcomes:

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

### Data Notes

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

Performance is based on Year to Date Actual unless specified



### Measures (Academic Year September 2010 – August 2011)

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

### Commentary and Key Actions Taken

#### Secondary

- The Local Authority (LA) has always set ambitious targets, being aggregated from individual pupil targets, which has contributed

to a steady increase in attainment of over 3 percentage points(ppt) per annum since 2008, consistently 2-3ppts below target

- Over the same period on this measure, Warwickshire has performed consistently 3ppt above the national average, including in 2011
- On a different measure of attainment, (5+A\*-C) we have been exactly at the national average since 2008. In 2011 however, there has been a 6 ppt rise to 82%, greater than the 4 ppt rise nationally, which puts us 2 ppt above the national average.
- During that period, the LA was able to provide support, advice and challenge to all secondary schools through the School Improvement Partner programme and the National Strategies Advisory Team
- During the last academic year, national funding for these programmes has ceased, with the resulting loss of expertise, and 14 secondary schools have converted to academy status. A further ten will convert by the end of the financial year.
- In this context, the LAs potential to influence improvements in educational attainment is increasingly constrained. Section 72 of the Education and Inspections Act 2006 places a statutory duty on LAs in respect of schools causing concern, as well as containing guidance for LAs on intervention powers and obligations. This guidance will be reviewed now that legislative changes have come into effect as a result of the Education Bill being passed.
- In the interim and preparing for a future where the relationship between schools and the LA will be very different, officers are working closely with head teachers and senior leaders to develop a sustainable system of supportive arrangements, including Teaching Schools, Local Leaders in Education, senior and middle leadership networks and head teacher consultative and strategic partnerships.
- The NEET 2011/12 target set by GOWM in 2004 was 4.4% but the County Strategic Partnership has agreed to change the NEETS target of 4.4% to that of maintaining last year's target of 5.2% as reported at Qtr 2. Current figures are forecasting that we will meet the target set and for November and December we are averaging 4.6% for November and December which is above the target set. The current state of the job market, cuts to EMA and other local government funding will have impacted on this but we are still looking to improve on last year's rate and at the same time achieve our best ever 16-18 NEET rate

### **Primary**

- 64% of infant, junior and primary schools were judged good or outstanding by Ofsted.
- We continue to monitor closely those schools at risk of failing, and to broker and commission support where appropriate.
- 76% of pupils in Warwickshire attained Level 4 and above in both English and Maths at the end of Key Stage 2, which is two

percentage points above the national figure.

- The key focus for schools is on improving progress outcomes for pupils at the end of Key Stage 2, which are currently in line with the national figures for pupil progress in English and in mathematics.
- *School to School Support* will be the key driver for school improvement as the role of the Local Authority changes. This will include support for satisfactory schools moving to good or outstanding. *School to school support* systems are being developed and facilitated by LA officers and include:
  - Teaching School
  - National and Local Leaders in Education
  - Professional Learning Communities (PLCs) where groups of schools in a locality work together to improve learning and well being outcomes for pupils in their community.

**Hyperlinks to associated Business Unit Plans**

[Learning & Achievement Business Plan](#)

[Early Intervention Business Plan](#)

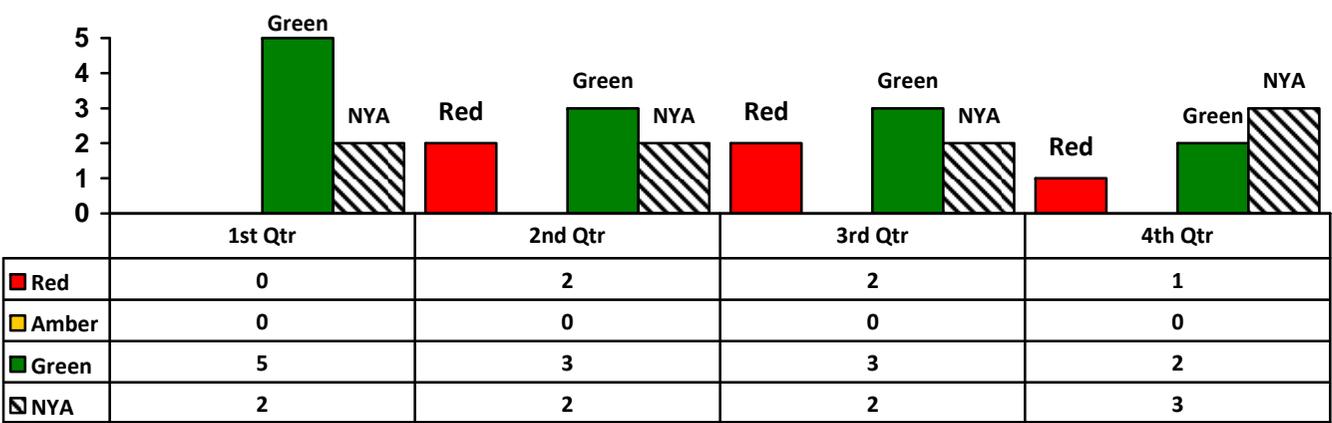
**Green** 

**7: Organisation**

**Outcomes:**

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

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



**Data Notes**

Performance is based on Year to Date Actuals unless specified

Measures	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Yes	Yes(G)	Yes(G)	Yes(G)	Yes(G)
Established principles of WCCs market position including approach to maximising income by 2012	Yes	Yes(G)	No	No	No
The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes(G)	Yes(G)	Yes(G)	Yes(G)
Net variation to budget	+1/-1%	-0.60%	-2.6%	-1.5%	NYA
% of our retained operational property portfolio having optimum utilisation	57%	76%(G)	81%(G)	79%(G)	83%(G)
% staff who are flexible workers	New measures	Please see commentary below			
% satisfaction that the Council is a good employer	74%	Please see commentary below			

**Commentary and Key Actions Taken**

**Services are better delivered locally to our residents and business across Warwickshire & Sub region**  
 We now have an agreed approach to strategic commissioning of services in place which is ahead of the target set of April 2012.

It has become apparent through our strategic commissioning activity that the measure around established principles of WCC market position will actually form a substantive element of our approach to strategic commissioning and therefore, this measure can no longer be viewed independently. For 2012/13, we are proposing that this measure be deleted from the Corporate Business Plan, it will however become a core task for SI&CM within 2012/13 as part of the wider commerce/enterprise workstream.

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

This area is being primarily promoted as part of the Property Rationalisation Project as this provides a clear mechanism for implementing new arrangements at the time that services move into new spaces with the new accommodation standards. ICT and Organisational Development are supporting services at the time of the move, including access to improved information on the Modern and Flexible Working area of the Intranet, and running Change Workshops for managers prior to their move. Records Management support is also being provided including the development of improved electronic filing arrangements to support more flexible working. The Google mail project also supports this objective. At present we have no method of measuring the number of flexible workers, however an approach to this to support the KPI has now been agreed, and a method of recording this in our HRMS systems will be developed in Q2 of 2012/13.

Optimum utilisation of our property has exceeded the target due to the concentration on the use of our office accommodation using new accommodation standards, modern and flexible working and the release of inefficient and inflexible property.

### **Warwickshire County Council is recognised as being a good employer**

A corporate staff survey was not undertaken in 2011, but an external assessment of our performance in managing and developing our workforce was made through Investors In People (IIP). As a result of this assessment, which involved independent consultation with staff, managers and trade unions, the Council's IIP accreditation was confirmed. The next corporate staff survey will be undertaken in June 2012

#### **Hyperlinks to associated Business Unit Plans**

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

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

[Physical Assets Business Unit Plan](#)

[Customer Service Business Unit Plan](#)

[Law & Governance Business Unit Plan](#)

[Finance Business Unit Plan](#)

**4. Summary of Performance for our Key Performance Measures by Ambition: Direction of Travel is based on Year End Actual compared to Target Set**

Measure	Group	Year End Forecast (Qtr 1)	Year End Forecast (Mid Year)	Year End Forecast (Qtr 3)	Year End Actual (Qtr. 4)	Direction of Travel in performance
<b><u>Ambition 1: Community &amp; Customers</u></b>						
% of people who feel they can influence decision in their local area	Resources	Amber	Green	Green	Green	↑
% Satisfaction level with the quality of services received	Resources	Amber	Green	Green	Green	↑
% Satisfaction with local area as place to live	Resources	Amber	Amber	Amber	Amber	↓
No. of transactions migrated to a cheaper channel as a result of the one front door project	Resources	Not yet available	Not yet available	Not yet available	Not yet available	Not yet available
Estimate savings associated with the above transactions	Resources	Not yet available	Not yet available	Not yet available	Not yet available	Not yet available
% of ICT developments completed to budget & time as part of the one front door project	Resources	Not yet available	Not yet available	Not yet available	Not yet available	Not yet available
<b><u>Ambition 2: Safety &amp; Protection</u></b>						
Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction for only 277 KSI by 2015	Communities	Green	Green	Amber	Amber	↓
% of core assessments that were completed within 35 working days	Communities	Amber	Amber	Amber	Amber	↓
% of de-registrations of children who have had Child Protection plan for more than 2 years	Communities	Red	Red	Red	NYA	NYA
% of children becoming the subject of a Child Protection Plan for a 2 <sup>nd</sup> or subsequent time	Communities	Green	Green	Green	Green	↔
Incidents of serious acquisitive crime (per 1,000)	Communities	Green	Amber	Amber	Amber	↓

Measure	Group	Year End Forecast (Qtr 1)	Year End Forecast (Mid Year)	Year End Forecast (Qtr 3)	Year End Actual (Qtr. 4)	Direction of Travel in performance
Incidents of ASB	Communities	Green	Green	Green	Green	↑
Incidents of all violent crime (per 1,000)	Communities	Green	Amber	Amber	Green	↔
No fire related deaths which were preventable per 100,000 population	Fire & Rescue	Green	Green	Green	Green	↔
No of injuries in primary fires per 100,000 population	Fire & Rescue	Green	Green	Green	Green	↑
Total number of fires per 100,000 population	Fire & Rescue	Amber	Amber	Amber	Amber	↓
<b><u>Ambition 3: Care &amp; Independence</u></b>						
The proportion of those using social care who have control over their daily life	People	Green	Green	Green	Green	↑
The proportion of people who use services and carers who find it easy to find information about support	People	Green	Green	Green	Amber	↓
Proportion of older people (65+) who are still at home after 91 days following discharge from hospital	People	Green	Green	Green	Green	↑
Admissions to residential care homes per 1,000 population	People	Green	Green	Green	Amber	↓
Proportion of people using social care who receive self directed support	People	Green	Green	Green	Amber	↓
Delayed transfers of care	People	Green	Green	Green	Green	↑
Transfer of Public Health Function	Communities	Green	Green	Green	Green	↔
Arrangement of the Shadow Health Well Being Board in place no later than April 2012	Communities	Green	Green	Green	Green	↔
Healthwatch in operation by 1 <sup>st</sup> April 2012	Communities	Green	Green	Green	Green	↔
<b><u>Ambition 4: Enterprise, Transport &amp; Tourism</u></b>						

Measure	Group	Year End Forecast (Qtr 1)	Year End Forecast (Mid Year)	Year End Forecast (Qtr 3)	Year End Actual (Qtr. 4)	Direction of Travel in performance
The number of individuals undertaking Apprenticeships in the sub-region	Communities	Green	Green	Green	Green	↑
The number employed in key target growth sectors of the sub regional economy	Communities	Green	Amber	Green	Green	↑
Businesses reporting skills shortages	Communities	Amber	Amber	Amber	Amber	↓
WCC Cost per passenger journey on County Council supported services	Communities	Green	Green	Green	Green	↑
Bus services cost per head of population in the county	Communities	Green	Green	Green	Red	↓
Length of highway network where surface treatments was achieved	Communities	Green	Green	Green	Green	↑
Length of highway network where maintenance is needed * no target has been set for this measure	Communities					
<b><u>Ambition 5: Environment &amp; Housing</u></b>						
Residual household waste per household is minimised	Communities	Green	Green	Green	Green	↑
Number of corporate projects which deliver CO2 reductions	Communities	Green	Green	Green	NYA	NYA
The number of extra care housing units available for use by customers eligible for Warwickshire County Council Adult Social Care	People	Green	Green	Green	Green	↑
<b><u>Ambition 6: Schools &amp; Education</u></b>						
Note: * measures are based on the Academic School year that runs from September to August		2009/10 Actual	2010/11 Actual	2010/11 Actual	2010/11 Actual	
% Of Warwickshire's schools judged good or outstanding by Ofsted *	People	Red	Green	Green	Green	↑
% of pupils achieving 5 A*-C at GCSE	People	Amber	Amber	Amber	Amber	↓

Measure	Group	Year End Forecast (Qtr 1)	Year End Forecast (Mid Year)	Year End Forecast (Qtr 3)	Year End Actual (Qtr. 4)	Direction of Travel in performance
including English & Maths or equivalent *						
% of 16 – 18 year olds who are not in education, employment or training (NEET)	People	Green	Green	Green	Green	↔
Prevalence of breastfeeding at 6-8 weeks from birth	People	Green	Green	Green	Green	↔
% of children in year 6 who are obese	People	NYA	NYA	Green	Green	↔
<b><u>Ambition 7: Organisation</u></b>						
WCC has an agreed approach to strategic commissioning of services in place by April 2012	Resources	Green	Green	Green	Green	↔
Established principles of WCC market position including maximising income by 2012	Resources	Green	Red	Red	Red	↓
The annual governance statement is accepted without qualification by the Council's external auditors	Resources	Green	Green	Green	Green	↔
Net Variation to Budget	Resources	Green	Red	Red	NYA	NYA
% of our retained operational property portfolio having optimum utilisation	Resources	Green	Green	Green	Green	↓
% staff who are flexible workers	Resources	Baseline and approach to be determined by June 2012				
% satisfaction that the council is a good employer	Resources	Staff Satisfaction survey to be carried out in June 2012				

Appendix U - People Group

Reserves	Requested use for 2012/13	What this request will be used for	Balance on reserve as at 1st April 2012	What risks or expected spend is this being held for?	Transferred to general reserves	Final Group Position
	£'000		£'000		£'000	£'000
<b>Safeguarding</b>						
Safeguarding Service Savings to use for safeguarding contingencies	538	£173k will cover commitments / promises / agreements made during the Adoption processes – It relates to the timing differences of the commitments & the expenditure. £65k this is slippage funding with the start up of the Dartington project - all parties are agreed that this funding will not be caught up in the new year by expenditure and is required to cover this in Family & Parenting. £300k Asylum Numbers are decreasing and in the short term a surplus on what the grant covers is needed to meet over time the less flexible time scales with transforming the service required for the reducing number of children.	2,040	To cover any potential costs that may arise from the continuing transformation of the Safeguarding Service. This reserves will be used to also cover unforeseeable and / or uncontrollable future events such as increases in LAC numbers before the beneficial effects of early intervention and service changes & initiatives have chance to reduce expenditure. This has been calculated at 4% of revenue budget - in contrast it should be noted that LAC numbers have increased by 7% in the last year with case loads increasing by a similar % while court case loads increased by 20%. The reserves will also be used to smooth over any under or overspends over financial years as well as any slippage on future savings plans from one year to the next.	(600)	2,040
<b>Social Care &amp; Support</b>						
Social Care & Support Service Savings for social care risks and transforming Adult Social Care			7,113	Risk that the new residential care cost strategy leads to higher prices than modelled (Low). The additional pressure on social work teams and BAIC from fee changes (high) Risk that all clients could move to the 5% higher than standard rate (high) Potential cost shunting from savings pressure within Arden cluster (medium) Backlogs in assessment in social care and support (medium). Risk that the Health service do not transfer funding to the County Council (Low). Changes brought about by the Dilnott Commission (medium). Exceptional demand due to infection outbreak (Low). Market failure of social care provider (low).	(1,401)	5,712
Earmarked - Social Care & Support			2,300	Request to Ear-mark funding for maintenance & enhancement of ICT and other tools available to social workers to enhance their client service delivery. The earmarked funds will also be used to cover redundancy and one off costs for service transformation as well as to provide grants or loans to organisations developing new social care services, personalised services, pump priming social enterprises, decommissioning grants to provider organisations.		2,300
Earmarked Social care Capital			2,404	This will form a capital enhancement bidding fund with an amount similar to the DoH capital grant.		2,404
<b>Business Manager</b>						
Business Manager Service Savings			1,300	These retained under-spends will be used to cover the risks associated with the externalisation of care homes including the associated risks of redundancy and reduced capital receipts. The service itself requires reserves in order to manage the costs of re-organisation and transformation.		1,300
<b>Strategic Commissioning</b>						
Strategic Commissioning Service Savings	343	£30k Research into cost benefit analysis of using technology as a method of supporting people with dementia, £80k Implementing the carers strategy and promoting independence. Reducing the risk of carers breakdown by providing necessary support and information, £15k One off funding to the Independent Sexual Advisers Service, providing support to children and adolescents, £83k CWPC Funding and redundancy costs to continue the partnership and statutory functions re national minimum dataset, £45k ICES Fixed term post to implement the use of assisted technology across social care and health & £90k funding to continue contract with Age UK providing a countywide minor repairs and adaptations 'handyperson' service for older people.	619	To cover any potential costs that may arise from the reshaping of the Strategic Commissioning function, following the outcome of the Strategic Review and based on 1% of £2.6m staffing budget and 2% of £13.9m services budget to smooth over any under or overspends over financial years		619
Earmarked - Strategic Commissioning			150	Improving standards of care for people with dementia across Health and Social Care.		150
<b>Early Intervention</b>						
Early Intervention Service Savings	1,222	£300k Early Intervention, previous DSG funded element for the centre has been removed and the service has delayed re-structuring post Academic year - £110k underspend is requested to enable the service to meet one off costs in preparation of operating within its ongoing budget. There is a Project group meeting to "rebuild" this area of work into a newly shaped service that will meet statutory duties. It is already acknowledged that once the newly shaped service is described and agreed that the funding will have to be found ongoing to deliver the service in order to meet statutory functions. £200k one off funding will help cover additional costs for this year. £12k funding will cover commitments made during the BHLP processes and is required due to timing differences, & £600k funding is required in order to facilitate the transition and planning of new savings plans which have arisen due to double counting of savings with regard to property centralisation and youth service premises as well as slippage on the administration & area working review.	125	To cover any potential costs that may arise from the reshaping of the Early Intervention function as well as pump priming initiatives including Early Intervention invest to save projects based on 1% of services budget - The funding gill also be used to smooth over any under or overspends over financial years as well as Academic years.		125
<b>Learning &amp; Achievement</b>						
Learning & Achievement Service Savings	1,131	£226k Ed Psychology Service represents income from traded services within WCC which have been commissioned during the financial year 2011 / 2012 but requested for delivery during the academic year 2011/2012 thus some of it falls after March 2012. £35k is to fund a member of staff, possibly through a secondment of up to one year, to work closely with colleagues within school place planning, admissions and resources to perform two main functions. £200k requested in order to help the music service to pupils transform following loss of over £1m on - yearly support by WCC. £31k would be used so that it can respond promptly to requests for extra support that previously had been supported by personal education allowances and the private tuition pilot. Use of this funding has enabled the Virtual School to significantly improve the educational outcomes for looked after children in the last 4 years. The current budget will only cover staffing for the coming year. £68k intervention in schools. £60k is required in order to facilitate the transition and planning of new savings plans which have arisen due to double counting of savings with regard to Property centralisation.	250	To cover any potential costs that may arise from the reshaping of the Learning & Achievement function as well as pump priming initiatives. The service is especially open to Early Intervention invest to save projects based on 1% of services budget - The funding gill also be used to smooth over any under or overspends over financial years as well as Academic years.		250
		Following Members decision to close the PRU funds required to meet the WCC LA responsibilities from redundancy payments is estimated at £511k.				
<b>Total</b>	<b>3,234</b>		<b>13,904</b>		<b>(2,001)</b>	<b>14,900</b>

Appendix U - Resources Group

Carry Forwards	Requested use for 2012/13	What this request will be used for	Remaining Balance on reserve	What risks or expected spend is this being held for?	Amount to be transferred to general reserves	Final Group Position
General Savings - Resources	0	A prudent level of reserves is essential in allowing for any unforeseen costs or adverse variances across the Resources Group throughout the year. While it is unlikely to be needed during 2012/13, provision will be drawn down if required.	418	The Resources Group reserve is a prudent contingency to meet the possibility of a relatively minor overspend.	0	
Savings Resources Transformation	1,576	The Resources Group currently faces a number of challenges which require it to change the way in which it delivers its services. Support Services are being fundamentally reviewed and where necessary redesigned to ensure that they remain effective whilst using fewer resources. In addition, the services face new challenges in responding to the changed market for traded services to schools. As a result of the changing education landscape, schools are becoming more analytical of the services that it receives. Many services across the Resources Group trade to a high level with schools and these services contribute towards Corporate overheads. The purpose of this reserve is to provide investment over the coming year into Resources Group services, in particular those that trade with schools, to enable innovative, new ways of working that will be competitive against the open market and allow services the opportunity to develop a service offer to all school types. Generally, as funding is removed from within the Council and any decommissioning of services is agreed, support services will have to make fundamental changes. To meet this investment will be required and this fund will help allow service redesign across the Resources Group to meet these costs. This approach has been agreed through the Group Leadership Team with the contribution being provided from Business Unit underspends that have not been subject to separate carry forward requests.	750	Work is on-going to determine the actual level of funding required to support the transformation initiatives across the Group and, depending on the scale of investment needed, the carry forward request may be insufficient. This would delay the improvement programme and impact on the ability of support services to meet their core responsibilities and to provide good quality traded services to schools.	(750)	0
<b>Customer Services</b>						
	170	£0.140m will support and escalate the e-delivery programme by recruiting temporary Business Analysts. The funding will also enable the unit to implement a robust Management Information system within the CSC, One Stop Shop and eventually E-environment and provide training on development. The information will enable effective evidence based decision making and support efficient management processes (to support what has become a complex customer engagement view point straddling not only WCC service delivery but also incorporating partner transactions). Currently the information is held in a number of different systems - this system will support bringing the data together in a simple way in front of the end user. £0.030m will support the implementation of the findings of the Corporate Complaints Handling Review project which aims to be rigorous, responsive and customer focussed. The project will implement the outcomes from the four workstreams ie Communications, ICT, processes and organisational development. This will ensure that the customer has a positive experience when contact the Council.	0		0	
<b>Finance</b>						
Finance	93	The underspend against the Finance service is planned to be used to offset financial pressures in realising the savings target in 2012/13. The 2011/12 underspend in the main relates to realising savings sooner than initially profiled. However, the level of savings is lower than anticipated and reductions in income levels from various sources has resulted in a financial gap next year. This underspend will help meet this gap.	0		0	
<b>Human Resources and Organisational Development</b>						
	144	£0.114m will fund one-off costs associated with the restructure of particular teams within the HR&OD service to enable the delivery of the medium term financial plan. £0.030m will fund ICT development within the Employee Service Centre to improve the management of transactions. This will both improve the schools customer interface and the frontline service to managers across the Council.	0		0	
<b>Information Assets</b>						
	304	Project costs associated with the rollout of Google Mail. Latest estimated total cost as part of the overall planning document is £280,000. This project was, and is, delayed into 2012/13 through Government accreditation and procurement delays. Carry forward of the schools underspend of £24,000 as this has been funded by schools subscriptions and should be utilised in this area, particularly with some of post Academy pressures and changes that are anticipated.	0	The Google Mail initiative is fundamental to the future delivery of Information Assets across the Council and the Modern Flexible Working programme. This fund is essential in delivering this initiative.		
Information Assets Equipment Reserve	0		171	This reserve is accrued through budgeted annual contributions from the Information Assets revenue budget and funds the replacement programme for various ICT equipment including: Communication Networks, Production Service Vehicles, Replacement Plotter. Replacement costs for these items are significant and so removing this reserve would have a direct impact on the revenue budget for Information Asset	0	
ICT - Unit Charge Equalisation Account	0		625	This funds the direct replacement of PCs across the Council on an agreed phased basis. Removing this fund would impact on the delivery of the technological refresh programme.	0	
<b>Law and Governance</b>						
	34	The Council has a large number of high profile transformation arrangements, all of which require significant legal advice. Carry forward of £0.009m underspend will support the Core Legal budget and balance any difference between estimated and actual expenditure. The School Governance is looking to provide targeted support to Governing Bodies of the most vulnerable schools who are deemed 'satisfactory' by OFSTED. This support will work with OFSTED Inspectors and Governing Bodies to provide targeted training for any areas of recognised weakness. This service will be offered free to schools and £0.025m of the underspend will fund this additional cost.				
<b>Physical Assets</b>						
Physical Assets	120	£0.124m will fund one-off costs associated with the restructure of the particular teams within the Physical Assets business unit to enable the delivery of the medium term financial plan	0		0	
Salix Energy Management Reserve	0	Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed. Funding will be drawn down from the reserve if required during 2012/13.	279	Central Government fund to be used in low energy alternatives, which are match funded by Warwickshire County Council. Central Government can recall funding when the scheme is completed.	0	
Catering Equalisation Account	375	The catering service to schools is based on a charge for a standard number of working days per school. This approach allows schools to have a consistent cost, which they can budget for as part of their financial planning. However, the number of working days that the service is delivered in schools changes each year because of various factors including: when the Easter Holidays fall, number of bank holidays etc. This impacts on the level of income that can be generated through the service and this equalisation account allows for annual differences between costs and income. During 2012/13 there is expected to be 12 or 13 fewer trading days than in this year, which will use the balance on the reserve.	0	The schools catering services works on a three year cycle, in that all costs and expenditure match over this period. The equalisation account allows for these movements to be managed in a structured way and any movements out of the reserve would impact directly on the Business Unit financial position and potentially reduce the opportunity to deliver other services.	0	
Physical Assets Equipment Reserve	8	The current tractor, which is used at the Myton Road Sports ground is at the end of its useful life. A replacement is essential for the upkeep of the sports ground.	35	Equipment Replacement & Road Sweeper in Caretaking and Car Parking	0	
<b>Service Improvement &amp; Change Management</b>						
	50	£0.050m to allow for capacity to take forward work not completed within 2011/12 around GIS mapping and research analysis into future trends of services across the Council	0		0	
<b>Total</b>	<b>2,824</b>		<b>2,278</b>		<b>(750)</b>	<b>0</b>

## Appendix U - Communities Group

Carry Forwards	Requested use for 2012/13	What this request will be used for	Remaining Balance on reserve	What risks or expected spend is this being held for?	Transferred to general reserves
<b>Communities Group</b>	<b>£'000</b>		<b>£'000</b>		<b>£'000</b>
General savings	0		100	Accommodation moves which do not form part of Property Rationalisation and Localities and Partnerships funding	85
<b>Sustainable Communities</b>					
General savings	357	Contribution to Street Lighting switch-off project to reduce cost of interest payments.	482		482
Resources already committed or requiring partner approval	1,007	CWLEP revenue funding for which WCC is simply the accountable body, and committed funding for the procurement of economic data relating to ERDF.	0		0
Reinvestment in traded services	174	To use income generated in 2011/12 to sustain and improve Country Parks and lever in external funding to increase visitor numbers and hence generate additional income. It is also planned to increase the Business Centres maintenance reserve from £100k to £300k to ensure the service offer can be maintained and client income maximised.	300	To invest in this traded service to meet essential maintenance costs at the Business Centres, to ensure that the quality of the service offer is maintained.	0
Resources to deliver transformation programmes and manage known budget pressures	953	To manage known budget pressures across Sustainable Communities services, e.g. development of waste core strategy, to manage income inflation, costs associated with Olympics. Also to meet the costs of delivering service transformation in Waste Management in order to meet MTFP savings targets. It is imperative to the delivery of savings over the 3 years that this carry forward is received. Pump priming is required to ensure the overall savings package is delivered. Group managers have planned on a 3 years basis to deliver their savings.	200	To manage the volatility of income streams in Development Group, e.g. planning application fees, which continue to be adversely affected by the current economic climate.	100
<b>Localities and Community Safety</b>					
Earmarked Reserves	0		490	Comprises donations to Heritage and Culture and pooled partner resources for the DAAT which must be used for specified purposes.	0
Resources already committed or requiring partner approval	1,261	Grant monies which have already been committed to specific projects or activities, as already agreed with partners. £937k of this request relates to Family Intervention Grant which is already committed to delivery of the Family Intervention Project. Risks of not carrying forward this underspend into 2012/13 include: not being able to complete flood schemes; damage to relationships/ credibility in partnership arena where WCC have been custodians of partnership funds.	0		0
Resources to deliver transformation programmes and manage known budget pressures	476	To complete the transformation of Heritage and Cultural Services and Localities and Partnerships (£231k) and to meet known budget pressures across the Business Unit, e.g. potential costs of Secure Remand for the Youth Justice Service. In addition, it is proposed to use £20k to create a reserve to meet the costs of carrying out domestic homicide reviews, for which there is currently no budget. The risks of not carrying forward these underspends in to 2012/13 include: introduction of financial instability in to zero based traded units; failing to meet long terms savings plans and having inadequate emergency response facilities.	78	To cover the risk that when a Domestic Homicide Review is required there is no funding allocated to meet WCC's share of the costs.	58
<b>Transport and Highways</b>					
Resources already committed or requiring partner approval	901	To fund known costs of changes to the Concessionary Travel scheme in 2012/13, as previously reported to Cabinet; to complete integrated transport schemes already committed; to make a payment to People Group to adjust for payments made on estimates in 2011/12 in order to comply with year-end deadlines. In addition, surpluses from Speed Awareness Workshops are to be transferred to the earmarked reserve in accordance with agreed Policy - use of these reserves has to be agreed with Warwickshire Police. As these resources are already committed, if they are not carried forward this amount will have to be funded from other budget areas.	1,495	Can only be used for purposes agreed jointly between WCC and Warwickshire Police, as set out in the SLA. E.g. for safety camera infrastructure.	0
Reinvestment in traded services	293	To invest in traded services to safeguard and develop income streams, e.g. renewal or replacement of the Design Services "top-up" consultancy contract, investment in vehicles for County Fleet Maintenance and County Fleet Management, investment in IT systems. If these resources are not carried forward it will impact significantly on these groups' ability to generate the required income.	0		0
Resources to deliver transformation programmes and manage known budget pressures	334	It is proposed to use £600k as a revenue contribution to the capital costs of the street-lighting "switch-off" project, reducing the cost of interest payments. A further £91k would be used to meet other pressures within the Business Unit. This net figure includes using £357k of underspends from Sustainable Communities. If these resources are not carried forward interest payments associated with £600k capital borrowing will need to be funded for the duration of that loan.	218	To meet ongoing maintenance costs of Warwick Road site, purchased to facilitate Kenilworth Station scheme.	0
<b>Public Health</b>					
Investment in services	58	To meet costs of transition of Public Health to WCC, prior to funding transferring, and to develop an Alcohol Strategy to support Public Health and DAAT outcomes	0		0
<b>Total Communities</b>	<b>5,814</b>		<b>3,363</b>		<b>725</b>

Appendix U - Fire & Rescue Service

Carry Forwards	Requested use for 2012/13	What this request will be used for	Remaining Balance on reserve	What risks or expected spend is this being held for?	Amount spare to be transferred to general reserves	Final Group Position
	£'000		£'000		£'000	£'000
<b>Fire and Rescue</b>						
General Savings	70	This saving was against an unrestricted grant for New Dimensions and will be used to support the Services New Dimensions assets capability in 2012/13.	0		0	0
Fire Earmarked (Grants)	1,800	This grant was received in 2011/12 for use in delivering the Fire Control project in 2012/13.	0		0	0
Pensions (Former Fire)			760	This reserve is being held to cover any future increase in ill health retirements or injury awards for fire fighters.	0	760
			0		0	0
<b>Total</b>	<b>1,870</b>		<b>760</b>		<b>0</b>	<b>760</b>

## Appendix U - Other Services

Carry Forwards	Requested use for 2012/13	What this request will be used for	Remaining Balance on reserve	What risks or expected spend is this being held for?	Amount spare to be transferred to general reserves	Final Group Position
	£'000		£'000		£'000	£'000
<b>Other Services</b>						
Capacity Building Fund			333	This is used to provide funding for supporting the transformation of the organisation led at a corporate level. The Chief Executive has delegated powers to allocate this funding.		333
Quadrennial elections			202	This fund is built up over four years to fund the costs of the County Council elections. This will be used to fund the 2013 elections.		202
PSA virtual bank underspend	93	This is to provide the final allocations of the LPSA2 reward grant to the Financial Inclusion Project. Due to delays in the projects starting the funding can keep the project running into 2012/13.	0			93
Equal Pay Reserves			2,275	This reserve will be fully utilised to fund the one-off year to year costs of implementing the authority's equal pay structure.		2,275
Grants Income		£854,000 of NHS S256 Grant and £20,000 Early Intervention Grant relating to 2012/13 were received in 2011/12. Accounting convention states we must show this in our outturn figures. This funding will be passed to the Social Care and support and Localities and Community Safety Business Units who would have received this funding had it been received during 2012/13.	0			0
New Homes Bonus		The 2011/12 New Homes Bonus of £301,000 to create a provision to meet any exceptional costs arising from the introduction of the Communities Infrastructure Levy. It is expected any spend will be incurred in 2012/13. The remaining £0.063 million is an early payment of the 2012/13 New Homes Bonus and is being used to support the 2012/13 budget as per the resolution agreed at Council in February.	0			0
<b>Total</b>	<b>1,331</b>		<b>2,810</b>		<b>0</b>	<b>2903</b>