

## **Cabinet**

**28 January 2014**

### **Quarter 3 - 2013/14 Organisational Health Report: Finance, Performance & Risk (April – December 2013)**

#### **Recommendations**

It is recommended that Cabinet:

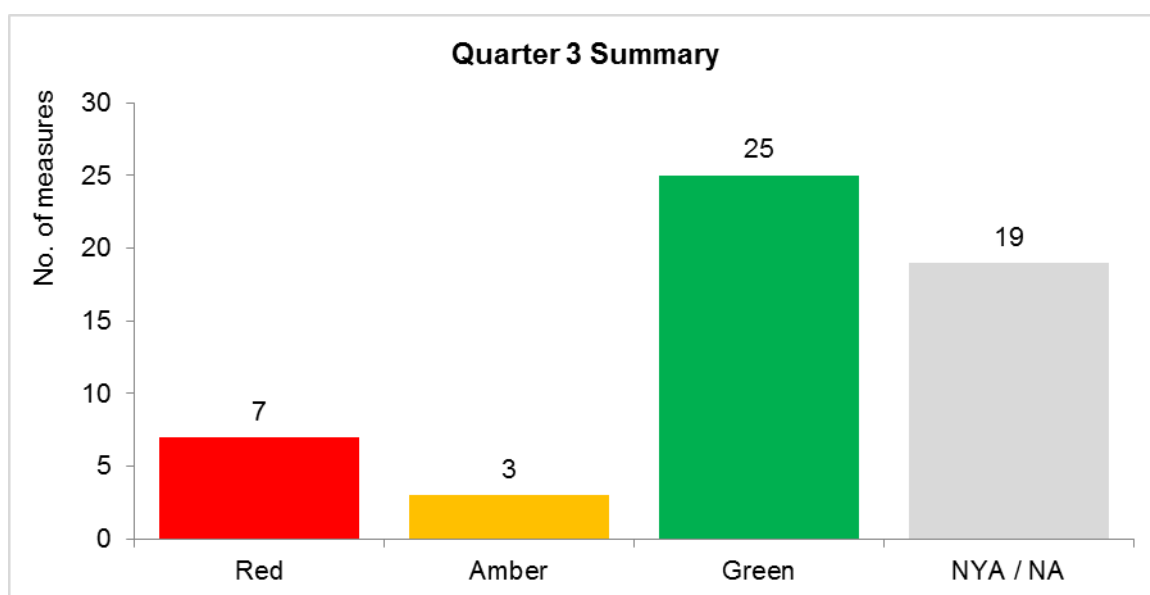
- 1) Review and comment on the Quarter 3 (April – December) 2013/14 performance against targets set. (Appendix T).
- 2) Review and comment on Quarter 3 (April – December) 2013/14 performance against the Going for Growth targets set (Appendix U).
- 3) Note the Quarter 3 (April – December) revenue outturn position, performance against the delivery of the 2013/14 savings plan and the forecast reserves at year-end.
- 4) Approve the net transfer to reserves totalling £1.280 million.
- 5) Approve the revised capital payments totals and the revised financing of the 2013/14 capital programme as detailed in Table 3 and detailed in Appendices A to S.
- 6) Note the management of significant risks as outlined in Section 7.
- 7) Review and comment on the detailed messages highlighted by Corporate Board in Section 8.
- 8) Note the impact of the 2013/14 forecast financial performance on the delivery of the Medium Term Financial Plans as outlined in Section 10.

#### **1. Key Issues**

- 1.1. The following report provides Members with a picture of how the organisation has performed in terms of: delivering on our key performance measures; the financial management of our resources and in managing and responding to significant risks (i.e. strategic and business unit risks which still have a residual 'red' rating following mitigation) at the end of Quarter 3 (April-December) 2013/14.

## 2. Performance – Quarter 3 High Level Summary

- 2.1. The Quarter 3 (April – December) 2013/14 Performance Summary (Appendix T) provides Members with a summary of progress against the delivery of our Corporate Ambitions.
- 2.2. As at the end of December, we are able to report progress against 35 of the 54 measures. Of the 54 measures, 3 are staff survey indicators, which are not due to be reported against in 2013/14, leaving 16 we are currently unable to report against for Quarter 3. Performance of the 35 measures is as detailed in the graph below with 25 (71%) being forecast to be on target and 9% within agreed tolerances.



### 2.3. Quarter 3 2013/14 Performance Overview

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

Ambition	Red	Amber	Green	Subtotal	NYA	Not collected this year	Grand Total
1: Community & Customers	0	0	1	1	3	0	4
2: Safety & Protection	2	2	7	11	2	0	13
3: Care & Independence	1	0	5	6	4	0	10
4: Enterprise, Transport & Tourism	0	0	4	4	4	0	8
5: Environment & Housing	2	1	0	3	0	0	3
6: Schools & Education	1	0	4	5	0	0	5
7: Organisation	1	0	4	5	3	3	11
<b>Total</b>	<b>7</b>	<b>3</b>	<b>25</b>	<b>35</b>	<b>16</b>	<b>3</b>	<b>54</b>

- 2.4. Seven measures are currently being forecast to miss the target set and they are:
- Children who are both looked after and subject of a child protection plan
  - Number of fire related injuries per 100,000 population
  - Admissions to residential care homes per 100,000 population
  - CO<sup>2</sup> reductions delivered through Corporate Projects
  - The number of extra care housing units available for use by customers eligible for WCC Adult Social Care
  - % of 16-18 year olds who are not in education, employment or training (NEET)
  - % net variation to budget

### **3. Going for Growth**

- 3.1. The Quarter 3 (April – December) 2013/14 Going for Growth Summary (Appendix U) provides Members with a summary of progress against the delivery of our Going for Growth agenda.

### **4. Financial Monitoring – High Level Summary**

- 4.1. Table 1 provides a summary of the financial performance of each Business Unit compared to the previously approved plans. At the end of Quarter 3 the projected revenue outturn position for the authority is an underspend of £5.120 million. However, this includes a forecast overspend on Dedicated Schools Grant (DSG) funded services of £2.947 million. There is sufficient funding in DSG reserves to meet this overspend if it materialises at the end of the financial year.
- 4.2. The projected outturn position for the authority (where it has direct control over the use and allocation of resources) is an underspend of £8.067 million. Any projected underspends by services form a contribution to their reserves. This money is then available to support spending in future years and to assist in any delays in the delivery of the savings plan. The key messages in relation to the revenue budget are highlighted in Section 5.

Table 1: Summary of the Forecast 2013/14 Outturn Financial Performance as at Quarter 3					
1	Col. 2	Col. 3	Col. 4	Col. 5	
App.	Group/ Service	Revenue (Under)/ Over Spend £'000	Savings Delivered (Above)/ Below Target £'000	Capital Programme	
				2013/14 Variation in Spend £'000	Variation to total capital Programme £'000
	<b>People Group</b>				
A	Safeguarding*	1,156	0	0	0
B	Social Care and Support	1,463	1,997	0	0
C	Business Manager* (Decommissioned)	-	-	-	-
D	Strategic Commissioning*	(2,935)	59	(2,341)	0
E	Early Help and Targeted Support*	766	436	(159)	0
F	Learning and Achievement*	4,226	1,140	117	24,525
	<b>Resources Group</b>				
G	Customer Service	(590)	0	421	4
H	Finance	(236)	0	-	-
I	Human Resources & OD	(55)	0	-	-
J	Information Assets	(17)	0	(242)	6,281
K	Law and Governance	(198)	0	-	-
L	Physical Assets	(191)	0	(1,108)	238
M	Service Improvement & Change Management	(47)	0	-	-
	<b>Communities Group</b>				
N	Sustainable Communities	(905)	(184)	(871)	86
O	Localities and Community Safety	(864)	0	0	0
P	Transport and Highways	(1,633)	0	(3,841)	(141)
Q	Public Health	(50)	0	-	-
R	<b>Fire and Rescue</b>	(1,377)	0	(1,906)	(216)
S	<b>Other Services*</b>	(3,633)	-	-	-
	<b>Total</b>	<b>(5,120)</b>	<b>3,448</b>	<b>(9,930)</b>	<b>30,777</b>

Note: \* indicates services where the revenue outturn is partly funded by DSG. Column 3 shows the total revenue variation 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 2013/14. 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 2013/14 compared to the budget and changes to the total cost of schemes over the life of the programme (again further details are given in Appendices A to S).

- 4.3. A service-by-service breakdown of the variations compared to the budget including where this is funded from DSG, the reasons for the variations and the management action now being taken as a result, is shown in Appendices A to S. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.
- 4.4. The 2013/14 budget included a savings target of £58.215 million as the last year of the current Medium Term Financial Plan. Currently savings of £41.387 million have already been delivered and a further £13.380 million is forecast to be delivered by the end of the financial year. Overall, therefore, there is a forecast £3.448 million under achievement in the delivery of the savings plan by the end of 2013/14. The detail of the delivery of the savings plan on a service by service basis is also shown in Appendices A to S. The impact of

any underachievement of savings is highlighted in Section 9 where the impact of the financial information presented in this report on reserves is considered.

- 4.5. At Quarter 2, Council approved £99.700 million of estimated capital payments in 2013/14 and a further £110.358 million over the medium term. The latest forecast for capital payments in 2013/14 is £89.770 million and a further £151.066 million over the medium term. The decrease of £9.930 million for 2013/14 is due to the re-phasing of project spends from 2013/14 into later years. The increase of £30.778 million over the medium term is explained in more detail in Section 6 together with the key messages in relation to the capital budget and its financing.

## 5. Revenue Spending

- 5.1. A number of budget virements between Business Units as well as processing transfers to and from reserves agreed by Cabinet in November 2013 means the revised budget is £1.969 million lower than that set by Council in February 2013. The effect of these adjustments is shown in Table 2. This decrease in the budget relates to one-off issues and does not affect the level of savings to be generated in future years. The remainder of the section highlights the key areas of under/overspending.

areas of under/overspending.

Table 2: 2013/14 Revenue Budget – Summary of Agreed and Projected Changes							
	Group/ Service	Budget as at 01/10/2013 £'000	Agreed Changes £'000	Revised Budget £'000	Variation		
					£'000	%	
	<b>People Group</b>						
	Safeguarding	38,513	(25)	38,488	1,156	3.0	
	Social Care & Support	109,418	(4,668)	104,750	1,463	1.4	
	Business Manager (Decommissioned)	-	-	-	-	-	
	Strategic Commissioning	25,010	(1,407)	23,603	(2,935)	(12.4)	
	Early Help and Targeted Support	4,034	10,512	14,546	766	5.3	
	Learning and Achievement	92,898	(4,847)	88,051	4,226	4.8	
	<b>Resources Group</b>						
	Customer Service	10,177	1	10,178	(590)	(5.8)	
	Finance	4,674	30	4,704	(236)	(5.0)	
	Human Resources & OD	6,394	(964)	5,430	(55)	(1.0)	
	Information Assets	6,934	258	7,192	(17)	(0.2)	
	Law and Governance	1,091	2	1,093	(198)	(18.1)	
	Physical Assets	13,437	419	13,856	(191)	(1.4)	
	Service Improvement and Change Management	2,401	348	2,749	(47)	(1.7)	
	<b>Communities Group</b>						
	Sustainable Communities	24,202	86	24,288	(905)	(3.7)	
	Localities and Community Safety	9,932	(699)	9,233	(864)	(9.4)	
	Transport and Highways	27,788	67	27,855	(1,633)	(5.9)	
	Public Health	22,021	25	22,046	(50)	(0.2)	
	<b>Fire and Rescue</b>	21,652	0	21,652	(1,377)	(6.4)	
	<b>Other Services</b>	(190,314)	(1,107)	(191,421)	(3,633)	(1.9)	
		<b>Total</b>	<b>230,262</b>	<b>(1,969)</b>	<b>228,293</b>	<b>(5,120)</b>	<b>(2.2)</b>

5.2. The most significant areas of variation are in relation:

**Safeguarding** – This overspend has further increased since quarter 2 due even more looked after children needing the assistance of this service.

**Social Care & Support** – This overspend has also increased since quarter 2 due to further pressure on residential and nursing budgets together with higher costs of alternative day care and a number of high cost community care packages in Learning Disabilities.

**Strategic Commissioning** – This underspend is a result of savings from decommissioning of the Business Manager Business Unit. In addition there has been some slippage on the use of funds taken from reserves to fund service changes.

**Learning and Achievement** – This overspend has reduced by £1.700 million since quarter 2 but is still attributable to budget pressures within Special Education Needs. The High Needs Task and Finish Group continues to investigate measures to address these budgetary pressures.

**Customer Service** – The Warwickshire Local Welfare Scheme is predicting to underspend. This is the first year we have run this scheme and given the uncertainty about future levels of funding a prudent approach to minimise future unfunded commitments through the implementation of the scheme has been taken. There are also underspends within the Registration Service due to increased income and delays in customer service projects.

**Sustainable Communities** – A reduction in waste going to landfill and composting sites has led to this underspend together with increased income from Business Centres due to higher than anticipated occupancy levels. Also there has been a reduction in the number of Going for Growth Business Loan applications.

**Localities & Community Safety** – There are a range of underspends across the services provided by the Business Unit, most notably unspent funding on Priority Families and Flood Management Schemes, reduced payments to partners who have not met performance on drug and alcohol targets and non-commitment of expenditure to ensure future savings plans can be delivered.

**Transport and Highways**– Three areas have contributed to this underspend; speed awareness workshops, income from utility companies and fewer bus pass renewals than anticipated.

**Fire and Rescue** – This underspend is due to funding for the Fire Control Project being included in this year's budget whereas expenditure is planned over both this and next financial year.

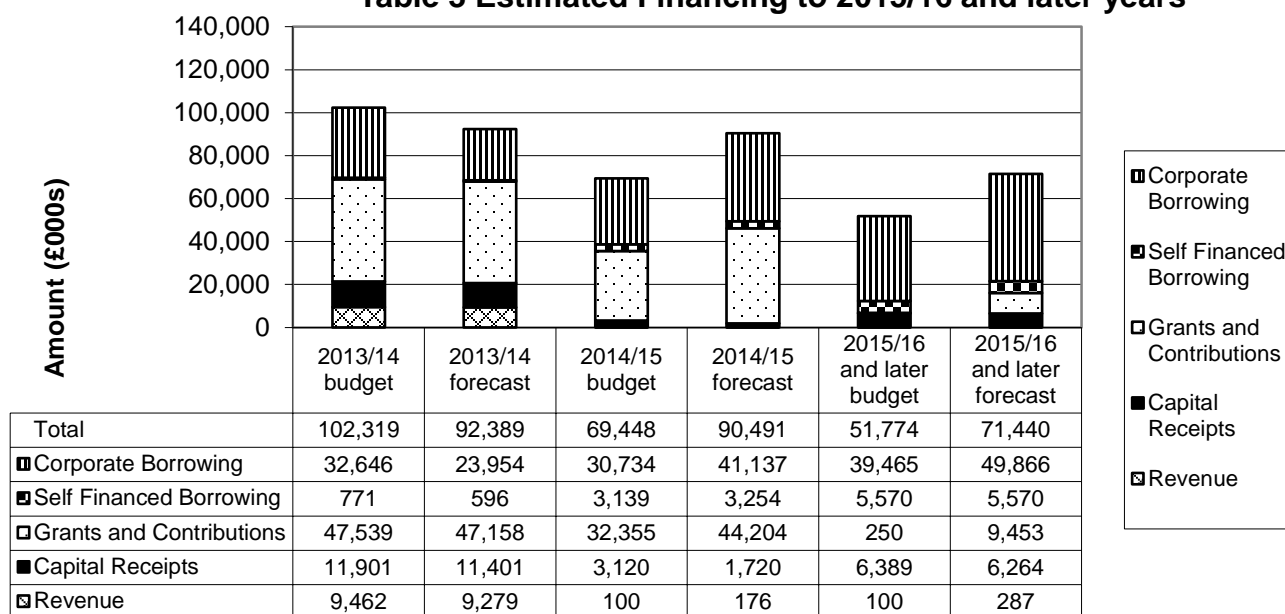
## 6. Capital Budget Update

- 6.1. The capital budget provides for spending on assets which have a life of more than a year. At the start of the financial year the approved value of capital payments in 2013/14 was £99.700 million and a further £110.358 million over the medium term. In December 2013 Council approved a number of new schemes, most notably the Learning and Achievement capital programme which has added significantly to the value to the medium term capital programme.
- 6.2. The main reasons for the £30.778 million increase shown in Table 1 are:
- A £24.6 million increase in the Learning and Achievement capital programme. This is part funded by additional Targeted Need grant of £14.565 million and also by existing Basic Need grant of £10.035 million.
  - There is a £6.4 million increase in the Information Assets capital programme relating to the Rural Broadband Project. This increase is fully funded by additional external financing and a report elsewhere on today's agenda provides the detail behind this increase.
- 6.3. Financial Regulations 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. The required approvals form part of the recommendations.
- 6.4. As well as approving the revised spending in the capital programme, Cabinet must also ensure it has sufficient funding available to meet its capital payments in each financial year.
- 6.5. Table 3 shows how the capital expenditure shown in Appendices A to S is to be financed. These figures include the remaining unallocated borrowing agreed in the February 2013 budget of £13.484 million over the medium term. The £30.778 million increase in the capital spending forecasts shown in this report is made up of the following movements to financing:
- A decrease of £2.024 million in forecast capital receipts, due to the ongoing uncertainty about whether the receipt from the sale of Campion School (as an academy) will be available for use in the capital programme. The decision to remove it from the forecast has been made on a prudent basis until there is further clarity.
  - An increase of £20.671 million in grants and external contributions. This increase is due in the main to the receipt of additional Targeted Need grants by Learning and Achievement of £14.565 million. Details of these grants and the related expenditure can be found in the December Learning & Achievement capital report to Cabinet and Council. Additionally, there has also been a £6.095 million increase in the forecast of external contributions towards the Rural Broadband project. Previous forecasts included only the WCC contribution towards this project however clarification around the funding arrangements has resulted in the funding for the project from partners and the Department for Culture, Media and Sport also going through the County Council as the lead

authority. A separate report providing further details about the project is elsewhere on today's agenda.

- 6.6. An increase of £12.113 million in the use of resources previously allocated to Learning and Achievement, by members, following the approval of their December capital report and the reduction of £2.024 million in capital receipts referred to above.
- 6.7. The overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the MTFP.

**Table 3 Estimated Financing to 2015/16 and later years**



## 7. 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.
- 7.2. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).
- 7.3. The corporate strategic risk register details those risks that could have an effect on the successful achievement of our long term strategic ambitions/aims. These risks are reviewed and agreed by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.
- 7.4. The table below lists the corporate strategic risks. The difference between gross and net risk levels indicates that actions are in place to manage these risks. Net red risks (R) are significant risks that need immediate management



action, whilst net amber risks (A), although usually accepted, may need some additional mitigation.

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

- 7.5. Excluding one risk that has been escalated to the Strategic Risk Register, there is currently one other net red Business Unit risk.

Risk Description	Gross Risk Level	Net Risk Level
Children and Young people and vulnerable adults suffer injury or death and questions will be raised as to whether the LA & its partners could have intervened to avoid it happening. <i>(also included on the Corporate Strategic Risk Register)</i>	16(R)	12(R)
Industrial action by operational firefighters, service control staff or support staff	16(R)	12(R)

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

- 7.7. Children and Young people and vulnerable adults suffer injury or death and questions will be raised as to whether the LA & its partners could have intervened to avoid it happening.

It is important that the Council is aware of the risk in this area. The risk to the Council is likely to always remain high, largely because the environment is dependent on the behaviour of third parties (parents, carers, associates) who

the Business Unit and partners often have little influence over and it is not always obvious what action could have been taken until after the event. The service remains vulnerable to media and public attention with serious cases reported widely at a national level.

Controls are in place to reduce the level of risk to WCC including Safeguarding Board Business Plans, partnership arrangements, and a robust multi-agency training plan. The relevant Safeguarding Boards have a duty to review such cases and ensure that the multi-agency learning and consequent action plans are formally reported.

The new statutory guidance "Working Together" 2013 is being implemented and the Care Bill is going through Parliament. However, the risk of this type of event happening will always remain, regardless of any controls in place which are under constant review.

#### 7.8. Industrial action by operational firefighters, service control staff or support staff

The Fire Brigades Union has organised 3 periods of industrial action since September 2013. Each period has been managed effectively with a combination of support staff and officers providing additional support.

This is a national dispute involving the Government and the FBU and we are frustrated that a resolution has not yet been found.

Detailed plans have been drafted and include the learning and recommendations from the previous period of industrial action include;

- Increase the number of Brigade Commanders available
- Increase the number of Group Commanders involved in the planning process
- Change some of the operational arrangements relating to communication between fire control and fire appliances and small changes to the strategic locations for the additional fire appliances

Despite this potentially damaging dispute, the professionalism of our firefighters in Warwickshire continues to be demonstrated on a daily basis. On New Year's Eve, during the period of strike action, a call was received in Fire Control that provided credible intelligence of persons reported in a house fire in the Stratford-on-Avon district. The crew, whilst on strike at the time, made themselves available and responded. The incident, thankfully, did not result in anyone being injured.

The Service's ability to cope with increasingly longer periods of industrial action and large or simultaneous incidents is, as yet, untested. However the business continuity response model remains flexible to deliver a sustained level of service to protect communities from fire and other emergencies, albeit on a much reduced scale from normal day to day operations. Public safety messages are being made available through all available communication channels.

## **8. Commentary from Corporate Board**

- 8.1. It was expected that the greatest pressure on budgets would be as we entered the third and final year of the current medium term financial plan. This report largely supports that expectation and is consistent with the forecast position reported at Quarter 2.
- 8.2. Overall, the Authority is forecasting to deliver a revenue underspend, which is a positive reflection of the effective financial management of the organisation. This is reinforced in performance terms by the number of measures where progress is reported as either green or amber. On capital expenditure the overall level of borrowing remains within the envelope approved in February. Corporate strategic risks are also generally being well managed via additional mitigation measures.
- 8.3. However, there remains a red risk in terms of children and young people and vulnerable adults suffering injury or death (see paragraph 7.7) and there are also large overspends currently being forecast in the Learning & Achievement, Safeguarding and Early Help and Targeted Support Business Units.
- 8.4. Corporate Board continue to stress the need to bring these budgets and the delivery of the savings plans back on track. Actions taken include investment in local provision so pupils in expensive out-of-county placements can be brought back in-county and placed in a new EBSD school; investment in Warwickshire's own special school provision so that pupils in expensive out-of-county placements can be educated and looked after to the same standards in-county; and, the introduction of specialist inclusion support group provision to reduce the need for some pupils to be placed out-of-county.
- 8.5. These projects are being, and will continue to be, monitored robustly through a Transformation Board, chaired by the Strategic Director – People Group, so that reassurance can be sought on bringing the budgets back into line whilst continuing to deliver effective services. Support to the People Group from across the Authority, particularly from the Resources Group, continues to ensure a collective approach to addressing this issue.
- 8.6. Work to deliver the existing savings plan within Learning & Achievement requires on-going political support. Delays in implementing previously agreed savings targets around Children's Centres and the Integrated Disability Service have generated additional short-term spending pressures and it is now unlikely that this element of the Learning and Achievement budget can be brought back into balance this year.

## 9. Impact on Reserves

At the start of 2013/14 our revised reserves were £114.364 million. These are forecast to decrease by £13.310 million by 31 March 2014. Details are shown in Table 4.

<b>Table 4: Reserves Projection</b>				
Reserve	In-Hand/ (Overdrawn) 1 April 2013 £'000	Previously Approved Changes £'000	Effect of Forecast Outturn £'000	Forecast In-Hand/ (Overdrawn) 31 Mar 2014 £'000
General Reserves	18.832	(2.754)	3.425	19.503
Medium Term Contingency	13.315	-		13.315
Insurance Fund	8.015	-		8.015
Service Realignment Fund (1)	8.840	(0.207)		8.633
Earmarked – Schools	19.673	-	(2.947)	16.726
Earmarked – Non-Schools	16.038	(4.076)	3.033	14.995
Service Savings	29.350	(11.393)	1.609	19.566
Community Infrastructure Levy	0.301	-		0.301
<b>Total</b>	<b>114.364</b>	<b>(18.430)</b>	<b>5.120</b>	<b>101.054</b>

**Notes:**

- (1) The Service Realignment Fund is for meeting the upfront costs of redundancy in response to future resource projections.  
The table may not sum due to slight rounding differences.

9.1. Members are asked to agree to the following changes in reserves that have been requested by services based on their current projected position. The net effect being a one-off transfer to reserves of £1.280 million in 2013/14.

9.2. Proposals for transfers to Reserves:

- £0.120 million to cover the deferral of PC replacement for Social Care and Support to next financial year.
- £0.200 million to establish a European Match Funding Reserve for Sustainable Communities.
- £0.100 million for future investment in Business Centres to maintain high levels of occupancy.
- £0.120 million for the Secure Remand Reserve to offset any future calls on this demand-led service.
- £0.250 million to allow the Priority Families Initiative to continue in future years.
- £0.100 million from a debt settlement for the Bilton scheme to support bridge maintenance in future years.
- £0.050 million from an underspend in Public Health to support Smoking Cessation Commitment in next year.
- £0.405 million to continue to support the most vulnerable people in our communities via the Warwickshire Local Welfare Scheme.

Proposals for transfers from Reserves:

- £0.065 million from the Speed Workshop Reserve to purchase speed cameras.

- 9.3. Reserves are held in accordance with the Council's reserves policy. Overdrawn reserves (except Fire Pensions and the Schools IT loan reserves) are a first call on 2014/15 budgets. Meanwhile, any service reserves that are overdrawn in the current year are effectively a temporary call on General Reserves until they are repaid.
- 9.4. General reserves are projected to be £19.503 million by the end of the year. This includes £0.741 million committed to fund future years of approved Going for Growth schemes. Any need for additional reserves or if there are any reserves available for use will be considered as part of setting the 2014/15 budget. This will include the Head of Finance updating the risk assessment of the minimum adequate level of general reserves it is appropriate for the authority to hold and is part of a report elsewhere on today's agenda.

## **10. Impact on the Medium Term Financial Plan**

- 10.1. It was always expected that as we moved to the end of the current Medium Term Financial Plan the pressure on resources would increase. As can be seen services within the People Group are reporting a shortfall in their savings plans for 2013/14. The other business units are forecasting to be able to achieve their savings plans in total within the year.
- 10.2. Services are forecasting an overall revenue underspend which is £1.062 million higher than forecast at the same time last year. The overall underspend position is an indication that Business Units are already making savings pending the approval of the One Organisational Plan savings targets for 2014/15. It should be noted that these underspends are one-off resources and are not an alternative to the delivery of the agreed savings plan or available to support the overall budget on a permanent basis in future years.
- 10.3. Of more immediate concern is the overspend of £2.947 million on services funded through the centrally managed DSG and more generally across other corporately funded children's services. Remaining DSG reserves can cover an overspend at the level being forecast for centrally managed DSG services in 2013/14 but there will be no remaining reserves to fund overspends, if current spending patterns continue into 2014/15. Projects and plans are already underway to reduce the structural DSG overspend, which is predominantly within high needs services, and are reported and scrutinised by the High Needs Board. However, if no solution is found the fall-back position is that it will impact on corporate reserves.
- 10.4. Across the rest of the Children's Services the level of overspend and the absence of any service reserves to fund it means the Business Unit will start 2014/15 having to make good these deficits as well as delivering the emerging new savings plan. If deliverable plans are not in place members may need to allocate funding from either People Group Reserves or General Reserves of up to £2 million to make good the overall position. As part of the 2014-18 Organisational Plan members may want to revisit the current proposition that

we only provide resources to support schools and pupil related services up to the level of the DSG.

- 10.5. As part of the 2014-18 Organisational Plan Members will need to reconsider the proposition that we will only provide resources to support schools and pupil related services up to the level of the DSG.
- 10.6. In summary, the overall position, especially across children's services, will need to be kept under review very closely as the focus on delivering the 2014-18 Plan in a timely manner will have to be the financial priority for the organisation. The organisation has now reached the point, in some services, where there is no longer the availability of short term, one-off resources to cover long term structural pressures.

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Portfolio Holders: Cllr Alan Cockburn, Cllr Jeff Clarke, Cllr Colin Hayfield

**Safeguarding - Sue Ross (Interim Head of Service)**  
**Strategic Director - Wendy Fabbro**  
**Portfolio Holder - Councillor Timms (Children & Schools)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service	4,708	(48)	4,660	4,158	(502)	£500,000 of this planned underspend is being used to support the overall service budget at the front line. Legal costs are now forecast to be overspent by £130,000 and budget earmarked for the funding of Dartington work is now realising an underspend of £125,000.
Social Care Teams - North & Assessments	13,710	(12)	13,698	15,397	1,699	Looked After Children (LAC) placement costs have increased from quarter 2 to quarter 3 due to the mix of placements in more expensive accommodation, overall LAC placements are overspending by £711,000 while there is also continuing pressure relating to the costs of court directed contact of £541,000 . On top of this there has been an increase in Special Guardianship, Adoption and Residence Orders of 13 cases from quarter 2 to quarter 3 and this budget is overspending by £353,000. Agency costs overall are forecasted to be £160,000 overspent.
Social Care Teams - East & Leaving Care	5,385	(8)	5,377	5,494	117	
Social Care Teams - South & Looked After Children	13,032	21	13,053	13,010	(43)	
Safeguarding - Quality & Service Development	1,678	22	1,700	1,585	(115)	
<b>Net Service Spending</b>	<b>38,513</b>	<b>(25)</b>	<b>38,488</b>	<b>39,644</b>	<b>1,156</b>	
				Non DSG	1,218	
				DSG	(62)	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Safeguarding - savings reserves	(966)	1,466	(1,218)	(718)		
<b>Total</b>	<b>(966)</b>	<b>1,466</b>	<b>(1,218)</b>	<b>(718)</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	1,051	1,051	1,051	1,051	1,051	1,051	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	44	44	44	44	44	44	
Share of CY-S-06	Community and Play- reduction in services	71	71	71	71	71	71	
	Reduced investment in the Dartington project	250	250	250	250	250	250	
	<b>Total</b>	<b>1,416</b>	<b>1,416</b>	<b>1,416</b>	<b>1,416</b>	<b>1,416</b>	<b>1,416</b>	
	<b>Target</b>		<b>1,416</b>	<b>1,416</b>		<b>1,416</b>	<b>1,416</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## 2013/14 to 2104/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11114000	Fostercare Adaptations 2012-13	13	37	0	0	50	13	37	0	0	50	0	0	
11115000	Fostercare Adaptations 2013-14	0	50	0	0	50	0	50	0	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	0	50	0	50	0	0	50	0	50	0	0	
		13	87	50	0	150	13	87	50	0	150	0	0	

## Performance Information: Quarter 3 April - December 2013

Safeguarding: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M10000	% of core assessments that were completed within 35 working days	77				66.6	
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	8				7.7	
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	13.3				22.2	
M10006	No. of children who are subject of a child protection plan per 10,000 population	49	46			50	• High numbers of child protection cases can be undesirable as they indicate a high level of abuse and neglect - however they could also be a positive reflection on good identification and assessment processes. Therefore while we are looking for an overall decrease in this rate, this needs to be done in a safe way so that if children do need to have a child protection plan, they are identified as such. While the period actual for Q3 is higher than our year end target we forecast making progress in lowering our numbers safely as our evidence-based projects take effect.
M10007	Children who are both looked after and subject of a child protection plan	65	48			55	• Although this indicator is showing as "red", we only saw a minor decrease in numbers from 56 to 55 during the course of Q3. This is still lower than the 65 cases reported at the end of Q4 in 2012/13. There are continuing high numbers of child protection and looked after cases across Warwickshire but these need to be lowered safely as part of our evidence-based projects.

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

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Safeguarding	Children and Young people and vulnerable adults suffer injury or death and questions will be raised as to whether the LA & its partners could have intervened to avoid it happening.	Sue Ross (Interim Head of Service)	12 (R)	The risk of this type of event happening will always remain regardless of any controls in place which are under constant review. The relevant Safeguarding Boards have a duty to review such cases and ensure that the multi-agency learning and consequent action plans are formally reported. <i>This risk was escalated and has been added to the Corporate Strategic Risk Register.</i>



**Social Care & Support - Jenny Wood**  
**Strategic Director - Wendy Fabbro**  
**Portfolio Holder - Councillor Compton (Adult Social Care)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care & Support Services - Head of Service	2,619	912	3,531	2,123	(1,408)	This is mainly due various residual budgets moved into and amalgamated within Social Care & Support following earlier transformation projects and reduced legal expenditure as part of efficiency improvements. Reduced interest payments following the early repayment of debt last year has also contributed to the underspend, which is in preparation for the OOP savings targets, however, at present is being retained to offset pressures within purchasing budgets.
Older People & Physical Disability (North) & Specialist Services	27,714	19	27,733	27,921	188	The position is more or less a balanced budget. Minor variations are simply from natural variation in caseload activity.
Older People & Physical Disability (South) & Reviewing Services	25,818	3	25,821	26,721	900	The overspend here is due to pressures on residential and nursing budgets, due to increased care numbers and difficulty in sourcing placements at agreed rates. Strategic Commissioning are developing an 'accommodation with care' strategy and implementation plan, to better manage the service options and costs for people with higher needs.
Learning Disabilities	41,169	(1)	41,168	43,156	1,988	This is a serious overspend position and reflected nationally for Learning Disability Services. However, there are local improvements which can be made and these are being collated into an improvement plan, overseen by Heads of Service within the People Group. Although the overspend is significant, the position appears to have improved towards the end of the quarter.
Mental Health	6,496	1	6,497	6,292	(205)	A small underspend, reflecting natural variation in activity.
Reablement	5,602	(5,602)	0	0	0	
<b>Net Service Spending</b>	<b>109,418</b>	<b>(4,668)</b>	<b>104,750</b>	<b>106,213</b>	<b>1,463</b>	An overspend of just over 1% is predicted. This is within the parameters of reasonable variation for this aspect of the business.
				Non DSG	1,463	
				DSG	0	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Non DSG Savings	12,356	(2,458)	(1,463)	8,435	120	Social Care PC replacements deferred to next year
<b>Total</b>	<b>12,356</b>	<b>(2,458)</b>	<b>(1,463)</b>	<b>8,435</b>	<b>120</b>	

B Social Care and Support

2013/14 to 2014/15 Savings Plan















Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings Delivered in 2011/12 and 2012/13	6,570	6,557	6,557	6,570	6,557	6,557	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	(1,984)	(2,976)	(3,968)	(1,671)	(2,976)	(1,671)	Unfortunately, some of the planned projects have resulted in additional costs, rather than savings. Some of these can be addressed with further work. The projects are being re-scoped to mitigate for the negative financial impact.
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)	100	75	100	200	75	200	
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	(4,563)	(3,422)	(4,563)	(4,083)	(3,422)	(4,083)	
Share of ASC-11	Day Care Services for Older People & Older People Mental Health	(124)	(93)	(124)	(124)	(93)	(124)	
ASC-12	Adults with Physical Disabilities - Reducing high cost community and residential packages, reducing numbers of customers in residential care, reviewing day services	23	23	23	23	23	23	
ASC-15	Mental health transformation	30	30	30	30	30	30	
Share of ASC-20	Carers	(384)	(288)	(384)	(384)	0	(384)	
	Direct payment support service	100	75	100	100	0	100	
	Phasing out of double running costs associated with externalisation	1,500	1,125	1,500	1,000	1,125	1,000	
	Social Care and Support process efficiencies and maximising independence approach	0	0	0	90	0	90	
	*Use of ear-marked reserves to rephase savings	481	361	481	(2)	0	(2)	
	<b>Total</b>	<b>1,749</b>	<b>1,467</b>	<b>(248)</b>	<b>1,749</b>	<b>1,319</b>	<b>1,736</b>	
	<b>Target</b>		<b>1,749</b>	<b>1,749</b>		<b>1,749</b>	<b>1,749</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>283</b>	<b>1,997</b>		<b>430</b>	<b>13</b>	

2013/14 to 2014/15 Capital Programme





Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10601000	Mental Health 2007/08	170	6	0	0	176	170	6	0	0	176	0	0	
10607000	Mental Health Grant 2009/10	144	10	0	0	154	144	10	0	0	154	0	0	
10608000	Mental Health Grant 2010/11	116	66	0	0	182	116	66	0	0	182	0	0	
		<b>430</b>	<b>82</b>	<b>0</b>	<b>0</b>	<b>512</b>	<b>430</b>	<b>82</b>	<b>0</b>	<b>0</b>	<b>512</b>	<b>0</b>	<b>0</b>	

B Social Care and Support

Performance Information: Quarter 3 April - December 2013

Social Care and Support Services: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M08018	Number of extra care housing units available for use by customers eligible for WCC Adult Social Care	119	396	170			This is a local indicator, to monitor the roll-out of extra-care housing. Although there are lower numbers than predicted, this is a delay and will be remedied in due course.
M08001	The proportion of people who use services and carers who find it easy to find information about support	66.1	56				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08022	Number of repeat safeguarding referrals	13	11.9	11.9			Anticipated to meet target
M08023	Proportion of people who use services who feel safe is in top quartile of comparator group	No	Yes				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08036	Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	77.4	79				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08002	Proportion of adults with learning disabilities living in their own home or with their families	72.6	68	73			Performance exceeding target is expected.
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H Social Care only)	82.5	82	83			This remains very good performance, against comparators.
M08011	Admissions to residential care homes per 100,000 population	712.9	530	714.5			There was a very significant increase in the placement rate in 12/13, which it had been hoped was a transient situation. However, it has continued in 2013/14. The increased rate was over 20%. However, the average length of stay seems to have reduced. The changing pattern of activity could be due to people staying at home for longer, living longer with higher needs, and a proportion of those moving to residential care later in life, for shorter periods.
M08019	Delayed transfers of care	13.1	11	9.5			This is another year on year improvement, and continues to be a focus for our joint work with health partners.
M08030	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H)	81.7	70	80			This remains very good performance, against comparators.
M08034	Delayed transfers of care (ASCOF 2C) Social Care and Attributable to Both Delays	3.8	3.5	1.7			As a subset of general delayed transfers of care (see above), a significant improvement is forecast, based on the work of the Discharge to Assess Programme along with other positive joint work with health. We are moving from bottom quartile to top quartile performance as a result of our work.
M08000	The proportion of those using social care who have control over their daily life (ASCOF 1B)	71.6	75				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08003	Proportion of adults with learning disabilities in paid employment (ASCOF 1E)	5.8	7.2	7			Although close to meeting our target, there is the need to improve this performance much further. Our aim is to reach top quartile performance.
M08005	Proportion of adults in contact with secondary mental health services in paid employment (ASCOF 1F - Social care only)	18.9	23	21			Although we may slightly miss the local stretch target, the performance remains very good against comparators.
M08006	Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into reablement / rehabilitation services	82.2	87				• The outturn for this indicator uses quarter 3 information and the results are available in quarter 4
M08008	Proportion of people whose outcome measures are fully or partially achieved at completion of reablement		85	81			The Reablement Service appears to be taking on people with higher needs, and so it is more challenging to meet outcomes. However, Reablement is developing the implementation plan detail, associated with the new cabinet approved strategy, and this will further improve performance.
M08012	Proportion of people using social care who receive self-directed support (ASCOF 1C pt1)	70.7	65	75			Good performance continues
M08024	% of customers not needing on-going social care 91 days are leaving reablement	62	63	65			Good performance continues
M08027	Social care-related quality of life (ASCOF 1A)	18.5	19				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	20.5	17.5	19			Good performance continues.

B Social Care and Support

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M08035	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	59.9	65.5				• Indicator Commentary This measure is taken from an annual survey which will be conducted in February with results available in May
M08040	Proportion of people using social care who receive a direct payment (ASCOF 1C pt2)	15.8	20	19			There has been more of a challenge to maintain the level of take up of direct payments opportunities. This has been a national feature also. Locally, one impact seems to be that for older people, where the council commissioned home care service is well-thought of, there is less incentive and interest for an older person to wish to take a direct payment and so take up lowers.
M08041	Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into reablement / rehabilitation services (ASCOF 2B - new def)	5.4	4.2	?			• Indicator Commentary The outturn for this indicator uses quarter 3 information and the results are available in quarter 4
M08042	Carer-reported quality of life (ASCOF 1D)	8.1	8.3	8.1		8.1	• Indicator Commentary This measure is taken from an biennial survey and will next be collected in January 2015, results for 2012-13 will be used for 2013-14.
M08043	Carers overall satisfaction with social services (ASCOF 3B)	51	52	51.4		51.4	• Indicator Commentary This measure is taken from an biennial survey and will next be collected in January 2015, results for 2012-13 will be used for 2013-14.
M08044	Proportion of carers included or consulted in discussions about the person they care for (ASCOF 3C)	74	76	74		74	• Indicator Commentary This measure is taken from an biennial survey and will next be collected in January 2015, results for 2012-13 will be used for 2013-14.

**Strategic Commissioning - Chris Lewington**  
**Strategic Director - Wendy Fabbro**  
**Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Timms (Children & Schools)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	2,194	(1,440)	754	640	(114)	Lower than expected restructure costs
All Age Disabilities	1,282	(1)	1,281	1,189	(92)	Underspend due to the restructure of the Business Unit which is necessitating a temporary hold on posts.
Commissioning Intelligence	711	(38)	673	645	(28)	
Integrated Elderly Care	11,938	229	12,167	11,378	(789)	Slippage on the use of Winter Pressures funding. The intention is to carry forward the underspend into reserves. Part year restructure has lead to savings in staffing costs being forecast in this area, with overspends being forecast elsewhere.
Market Management & Quality	740	(114)	626	728	102	Overspend on staffing due to part year restructure
Children's Commissioning	1,614	(97)	1,517	1,232	(285)	There is £90,000 underspend on counselling contract for children with mental health issues due to 1st year of operation and reliance on Common Assessment Framework processes to be completed. Agreed funding for the Respect Yourself Campaign is to be transferred to Public Health.
Service Development and Assurance	6,531	54	6,585	4,856	(1,729)	Due to the decommissioning of the Business Manager Business Unit as well as the reduced costs of transformation of Social Care & Support. Also savings in adult transport costs due to a reduction in the number of users. It is the intention to carry forward £400k into reserves to pay for the Carefirst system review.
<b>Net Service Spending</b>	<b>25,010</b>	<b>(1,407)</b>	<b>23,603</b>	<b>20,668</b>	<b>(2,935)</b>	
				Non DSG	(2,818)	
				DSG	(117)	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	2,534	1,682	2,818	7,034	0	
<b>Total</b>	<b>2,534</b>	<b>1,682</b>	<b>2,818</b>	<b>7,034</b>	<b>0</b>	



## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2013/13	1,926	1,926	1,926	1,926	1,926	1,926	
ASC-17	Housing support	400	300	400	400	300	400	
Part CY-S-01	Transforming services for children and families	178	178	178	178	178	178	
CY-S-05	Review of the school mental health counselling service to schools	65	65	65	65	65	65	
	Meals on Wheels	15	15	15	15	15	15	
	Reduced spending on management and children's public health	156	156	156	156	156	156	
	<b>Transferred From Business Management Business Unit</b>							
	Savings delivered in 2011/12 and 2012/13	6,865	6,824	6,824	6,865	6,824	6,865	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Social Care and Support)	2,375	1,781	2,375	594	1,781	594	
Share of ASC-09	Older People (1) Residential Care and (2) Extra Care (Joint with Social Care and Support)	5,870	4,383	5,852	5,870	4,383	5,870	
Share of ASC-11	Day Care Services for Older People & Older People Mental Health (OPMH)	266	266	266	266	266	266	
ASC-16	Reduced spending on service development	100	100	100	100	100	100	
Part of ASC-10	Carers	486	486	486	486	486	486	
	<b>Total</b>	<b>18,702</b>	<b>16,480</b>	<b>18,643</b>	<b>16,921</b>	<b>16,480</b>	<b>16,921</b>	
	<b>Target</b>		<b>18,702</b>	<b>18,702</b>		<b>16,921</b>	<b>16,921</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>			<b>59</b>			<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10030000	CYPF ICT Upgrade	157	18	0	0	175	157	18	0	0	175	0	0	
10593000	Homes For The Elderly Upgrade 2003/04 And 2004/05	84	0	0	0	84	84	0	0	0	84	0	0	
10594000	Vehicle & Equipment Replacement - Base Programme 2010/11	24	0	0	0	24	24	0	0	0	24	0	0	
10602000	Whitnash - The Lawns HEP Refurbishment	36	0	0	0	36	36	0	0	0	36	0	0	
10614000	Care Homes Fire Regulations	397	195	0	0	592	397	0	195	0	592	(195)	0	
11019000	Social Care Reform Grant 2010/11	0	282	0	0	282	0	30	252	0	282	(252)	0	
11020000	Adult Social Care Modernisation & Capacity 2011-12	0	0	0	0	0	0	0	0	0	0	0	0	
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	1,894	0	0	1,894	0	0	894	1,000	1,894	(1,894)	0	
		<b>698</b>	<b>2,389</b>	<b>0</b>	<b>0</b>	<b>3,087</b>	<b>698</b>	<b>48</b>	<b>1,341</b>	<b>1,000</b>	<b>3,087</b>	<b>(2,341)</b>	<b>0</b>	

## Performance Information: Quarter 3 April - December 2013

Strategic Commissioning: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M12005	Alcohol related admissions for under 18s (rate per 100,000)	58.32	60				
M12030	Number of permanent exclusions in the year	11	20			20	
M12031	Proportion of children for whom the authority maintains a statement of SEN, who are placed in non-maintained special schools, independent special schools and other independent schools.			10		9.5	• Actual Q3 figure provided as at 16/12/2013.
M12032	Proportion of looked after children who are placed in external fostering provision (agency/other LA carer).			19.8			
M08001	The proportion of people who use services and carers who find it easy to find information about support	66.1	56				• <b>Indicator Commentary</b> This measure is taken from an annual survey which will be conducted in February with results available in May
M08003	Proportion of adults with learning disabilities in paid employment (ASCOF 1E)	5.8	7.2	7			
M08006	Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into reablement / rehabilitation services	82.2	87				• The outturn for this indicator uses quarter 3 information and the results are available in quarter 4
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	20.5	17.5	19			
M08041	Proportion of older people (65 and over) who were still at home after 91 days following discharge from hospital into reablement / rehabilitation services (ASCOF 2B)	5.4	4.2				• <b>Indicator Commentary</b> The outturn for this indicator uses quarter 3 information and the results are available in quarter 4
M18000	Establish future direction of the service and how its needs relating to recording, sharing and using information will evolve by August 2013		Yes				
M18001	Assess and define business/user functionality and usability requirements by August 2013		Yes				
M18002	Soft market testing of ICT solutions by August 2013		Yes				
M18003	Current and future capability analysis of ICT solutions by August 2013		Yes				
M18004	Commercial competitiveness of ICT solutions by August 2013		Yes				
M18005	Assessment of solution alignment with Corporate ICT Strategy by August 2013		Yes				
M18006	Average quarterly visitors exceeds 10,000		10000				
M18007	Average number of live suppliers per quarter exceeds 2,150		2150				
M18008	Phase 1 - review support to Service Managers by April 2013		Yes				
M18010	Phase 1 - Remodel core admin support for local centre in Nun & Bed by April 2013		Yes				
M18011	Phase 2 - Options/recommendations agreed by GLT by August 2013		Yes				
M18012	Phase 2 - Recommendations piloted and assessed by August 2013		Yes				

**Early Help & Targeted Support - Hugh Disley**  
**Strategic Director - Wendy Fabbro**  
**Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Timms (Children & Schools)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Intervention & Targeted Support - Head of Service	555	40	595	197	(398)	This is a planned underspend being held to cover one off costs relating to the delivery of savings plans within Children's services.
Early Intervention - Transitions	1,399	20	1,419	1,685	266	This relates to staffing cost slippage due to the timing of staff consultation & notice periods in relation to the transformation of the Targeted Youth Service.
Early Intervention - Common Assessment Framework & Early Intervention	2,080	6	2,086	2,178	92	
Family Support & Children's Disability Service	0	4,847	4,847	5,847	1,000	This forecasted overspend is primarily the result of slippage in the Integrated Disability Service Social Care savings plan. Consultations and implementation plans have been delayed and relating savings have been unachievable. A report to Cabinet is planned for February 2014.
Community Support for Vulnerable Adults (was Reablement)	0	5,599	5,599	5,405	(194)	
<b>Net Service Spending</b>	<b>4,034</b>	<b>10,512</b>	<b>14,546</b>	<b>15,312</b>	<b>766</b>	
				Non DSG	704	
				DSG	62	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,320	(1,070)	(704)	(454)		
<b>Total</b>	<b>1,320</b>	<b>(1,070)</b>	<b>(704)</b>	<b>(454)</b>	<b>0</b>	



E Early Help & Targeted Support

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	6,096	6,096	6,096	6,096	6,096	6,096	
Share of CY-S-06	Positive about Young People	450	450	450	450	450	450	
Share of ASC-01	Learning Disabilities Services	(291)	(291)	(291)	(291)	(291)	(291)	
	Targeted Youth Support - Reduction in service	1,900	1,233	1,644	1,900	1,233	1,900	It is anticipated that there will be £256,000 slippage due to time scales of staff job loss consultations and notice periods.
	Education Social Work Service	(300)	(300)	(300)	(300)	(300)	(300)	
	Voluntary and community sector to run outdoor education centres	60	0	0	60	0	60	Due to time scales involved it was not possible to arrange this transfer for the start of the financial year - Various options are being considered within a new Business Case which will be presented shortly.
	Outdoor Education	160	40	40	160	40	160	Changes in the vision for the service has resulted in plans for the savings needing to be redrawn - these are still being tested and the delay has resulted in the slippage of the planned saving.
	Early Intervention Management	96	96	96	96	96	96	
	Reduction in the early intervention contingency budget	249	249	249	249	249	249	
	Children's Centres	500	500	500	500	500	500	
	Double counting of savings/transformation programme	(340)	(340)	(340)	(340)	(340)	(340)	
	Contingency	(248)	(248)	(248)	0	0	0	
	<b>Total</b>	<b>8,332</b>	<b>7,485</b>	<b>7,896</b>	<b>8,580</b>	<b>7,733</b>	<b>8,580</b>	
	<b>Target</b>		<b>8,332</b>	<b>8,332</b>		<b>8,580</b>	<b>8,580</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>847</b>	<b>436</b>		<b>847</b>	<b>0</b>	

2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10611000	Adult Social Care IT Infrastructure Grant 2010/11	0	0	0	0	0	0	0	0	0	0	0	0	
10964000	CAF Development Team - Social Care IT 2010/11	0	609	1,000	0	1,609	0	450	1,159	0	1,609	(159)	0	
11112000	Short breaks for Disabled Children (DfE Capital Grant)	244	67	0	0	311	244	67	0	0	311	0	0	
11163000	CAF - Trusted Assessments application	27	0	0	0	27	27	0	0	0	27	0	0	
11164000	CAF - GAP Software and eCAT	310	0	0	0	310	310	0	0	0	310	0	0	
11165000	Shared assessment system electronic tool	29	0	0	0	29	29	0	0	0	29	0	0	
11242000	CAF - Kainos Evolve Licences	120	0	0	0	120	120	0	0	0	120	0	0	
		<b>730</b>	<b>676</b>	<b>1,000</b>	<b>0</b>	<b>2,406</b>	<b>730</b>	<b>517</b>	<b>1,159</b>	<b>0</b>	<b>2,406</b>	<b>(159)</b>	<b>0</b>	

E Early Help & Targeted Support

Performance Information: Quarter 3 April - December 2013

Early Interventions: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M09000	% of 16 - 18 year olds not in education employment or training (NEET)	3.6	3			3.6	
M09008	% pupils supported by EIS who are permanently excluded.	0.06				0	
M09009	Policy adopted for People Group / Children's Trust / Health & Wellbeing Board			Yes			• Children's trust has not met. On agenda for new joint commissioning board in January. Requirement to present to Health and Wellbeing board is dependent on the outcome of this meeting.
M09010	Communication strategy written			Yes			• Communications plan drafted. Due for sign off by BU management team in the new year
M09011	% of CAF successful closures					91	
M09012	% ACE intervention successfully completed in 12 weeks					100	
M09013	Number of GRT moving on to KS3						• N/A This term.
M09014	No. young people engaged with TYS who are in care / on the edge of care			260		70	
M09015	% NEET young people engaged with TYS			2100		580	• This is the 'number of' & includes those At Risk of NEETs.
M09016	Family CAF proposal developed – business case written			Yes			• Dependent on strategic review. Business case presentation to corporate board postponed to 22nd January
M09017	Service response standard identified in each team business plan.			Yes			• Away day held with managers. Business plan working group in place for January
M09018	EIS Reports provided within 15 working days of assessment					98	
M09019	ACE initial contact in 5 working days					100	
M09020	No. CAF's initiated					202	
M09021	No. educational assessments completed on unauthorised encampments.					3	
M09022	% initial contact in 5 working days TYS			95		94	
M09023	% action plan within 20 working days TYS			91		90	
M09007	% satisfaction with service EIS	100		98.7			• Reported annually, not termly.
M09024	Training offer published.			Yes			
M09026	% satisfaction with service ACE					100	
M09027	TYS recruitment complete			Yes		Yes	
M09028	No. CAFs with positive impact that affect emotional well-being.					76	
M09029	No. CAFs with positive impact that affect behaviour.					76	
M09030	No. New arrival assessments					86	
M09031	% of high level SEBD children successfully supported by EIS in transfer to Secondary School					100	
M09032	TYS needs analysis complete						
M09033	Strategic review business case for targeted support for young people completed			Yes		No	• Business case presentation to corporate board postponed until January 22nd.

**Learning and Achievement - Sarah Callaghan**  
**Strategic Director - Wendy Fabbro**  
**Portfolio Holder - Councillor Timms (Children & Schools)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Learning & Achievement - Head of Service	3,296	14	3,310	1,517	(1,793)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's services.
Secondary Phase	6,894	(29)	6,865	7,555	690	This relates to an increase in student numbers (both continuing into a second year and new applications) under the new Post 16 funding regime where the new funding arrangements offer £11,000 per post-16 student and top-up funding based on the needs of each individual student. The service is continuing to systematically negotiate with independent specialist providers a lower rate of funding based on the existing national matrix. To ensure there is a contribution from Health & Social Care towards top up funding we will deliver accountability through the Joint Commissioning Board.
Access & Organisation	26,637	3	26,640	26,525	(115)	This partly relates to a decision not to commit to any further expenditure on 2 year old trajectory / capacity within the DSG. The expected £0.6m underspend will be used to help cancel out the effect of the overspend of the SEN out of County (DSG) Placements - see below. There is also an expected non DSG overspend on Mainstream & Looked After Children (LAC) statutory transport to schools. This is expected in the region of £800,000 but this is presenting the worse case figures. Changes to practices will be introduced (following consultation) that will save in the region of £200,000 in the remaining part of the financial year which would have a much larger full year saving.
Primary Phase	2,446	5	2,451	2,328	(123)	This partly relates to staffing vacancies ahead of the new re-structure of the Business Unit as well as the introduction of the new School consortium model. There is also a reduced amount of need for spend on quality and inclusion in early years with the change in OfSTED procedures, practices and rulings.
Special Education Needs	38,159	(3,222)	34,937	39,840	4,903	<ul style="list-style-type: none"> <li>• SEN Transport is forecasting to overspend by £2m - £607,000 of this is specifically due to the increase in the average daily run rates for buses and taxis. While another £354,000 is due to the extra 11 academic days this financial year. More generally there are demand pressures on SEN Transport as a result of the increase in statemented pupils in Warwickshire. A project board has been established to reduce overall transport costs across the People Group and to align transport services with the personalisation and supporting independence agendas. This will bring down spend.</li> <li>• SEN Out of Authority Placements is forecasting to overspend by £2.978m. In recent years there has been a considerable increase in the numbers of pupils referred for statutory assessment. Over the last three calendar years there has been an increase of 59.4%, although not all of these will go on to receive a statement. The areas of greatest need are Autistic Spectrum Disorder (ASD) and Behavioural, Emotional and Social Difficulties (BESD). Limited local specialist provision along with the growing referrals has meant placing an increasing number of pupils in independent specialist provision. As part of the High Needs Task and Finish Group a number of measures have been proposed to address these budgetary pressures. This is not sustainable and will be addressed through policy review.</li> <li>• There is also a continuing structural overspend on the Statementing Assessment Service where it is forecasting to overspend in the region of £86,000. This budget is mostly related to staffing. A restructure will address this.</li> </ul>
Early Years & Children's Centres	9,195	(1,619)	7,576	7,462	(114)	
Schools related residual HR & DSG	6,271	1	6,272	7,050	778	This overspend relates directly to the higher than average number of redundancies that are being funded this financial year as a result of the Children's savings plans.
<b>Net Service Spending</b>	<b>92,898</b>	<b>(4,847)</b>	<b>88,051</b>	<b>92,277</b>	<b>4,226</b>	
				Non DSG	1,162	
				DSG/PFI	3,064	

## 2013/14 Reserves Position

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings (non-DSG)	1,727	(590)	(1,162)	(25)		
<b>Total</b>	<b>1,727</b>	<b>(590)</b>	<b>(1,162)</b>	<b>(25)</b>	<b>0</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	4,698	4,698	4,698	4,698	4,698	4,698	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	1,786	590	786	1,786	590	1,786	Due to longer than expected staff & continuing public consultations the full year effect of savings have not been achievable. Processes are in place to minimise any costs accrued due to further delay.
CY-S-02	Reconfigure services for vulnerable children provided by Education Psychologists	100	100	100	100	100	100	
	School/College Transport	100	100	100	100	100	100	
	Reduction in funding for information, advice and guidance. (Supporting young people to find suitable post 16 destinations)	600	600	600	600	600	600	
	Learning & Achievement management and administration	350	350	350	350	350	350	
	Double counting of savings	(764)	(764)	(764)	(764)	(764)	(764)	
	Early years business, governance and curriculum support to Private, voluntary and Independent (PVI) sector	1,000	650	860	1,000	650	1,000	Due to longer than expected staff and planning consultations the full year effect of savings have not been achievable - however it is hoped that this temporary slippage can be covered elsewhere in the service budget and plans to permanently achieve the full saving are in place.
	Re-instatement of unachievable original savings and new pressures	(828)	(621)	(828)	(828)	(621)	(828)	
	Virtual School restructure and review	100	100	100	100	100	100	
	Reduced training	41	41	41	41	41	41	
	Further reduction in management and administration costs	107	107	107	107	107	107	
	<b>Total</b>	<b>7,290</b>	<b>5,951</b>	<b>6,150</b>	<b>7,290</b>	<b>5,951</b>	<b>7,290</b>	
	<b>Target</b>		<b>7,290</b>	<b>7,290</b>		<b>7,290</b>	<b>7,290</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>1,339</b>	<b>1,140</b>		<b>1,339</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10016000	Schools Access Initiative 2010/11	558	79	0	0	637	558	0	0	0	558	(79)	(79)	
10024000	Nuneaton/Abbey Children's Centre & Extension at Hatters Space	139	5	0	0	144	139	5	0	0	144	0	0	
10027000	Stratford Primary Places - Alveston	1,240	0	0	0	1,240	1,240	70	0	0	1,310	70	70	Increase relates to additional works required to secure the boundary of the playing fields.
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	384	16	0	0	401	384	16	0	0	401	0	0	
10033000	Wellesbourne Library Phase 3 Children's Centre	498	12	0	0	510	498	12	0	0	510	0	0	
10036000	Alcester High School Kitchen Extension	104	0	0	0	104	104	0	0	0	104	0	0	
10037000	Austrey Ce Primary School Modular Refurbmt	0	0	0	0	0	0	0	0	0	0	0	0	
10043000	Coleshill Primary School Phase 3 Children's Centre	558	0	0	0	558	558	0	0	0	558	0	0	
10044000	Warwick Newburgh Primary Extension	2,593	0	0	0	2,593	2,593	0	0	0	2,593	0	0	
10045000	Bishops Itchington Primary School Children's Centre Outreach/Refurbishment	167	0	0	0	167	167	0	0	0	167	0	0	
10046000	Stratford Primary Places - Bisphopton Extension	23	0	0	0	23	23	8	0	0	31	8	8	
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre	305	12	0	0	317	305	12	0	0	317	0	0	
10051000	Stratford Primary Places The Willows Extension	687	4	0	0	691	687	17	0	0	704	13	13	
10054000	Kineton High Artificial Turf Pitch 09/10	537	0	0	0	537	537	0	0	0	537	0	0	
10056000	Shipston Primary School Phase 3 Children's Centre	522	16	0	0	538	522	16	0	0	538	0	0	
10060000	Rugby Oakfield Primary Additional Teaching Space	179	0	0	0	179	179	0	0	0	179	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	632	16	0	0	647	632	16	0	0	647	0	0	
10069000	Wolston Library Phase 3 Children's Centre	178	4	0	0	182	178	4	0	0	182	0	0	
10073000	Nuneaton St Nicholas Clinic Phase 3 Children's Centre	333	0	0	0	333	333	0	0	0	333	0	0	
10074000	Caws ton Primary School Phase 3 Children's Centre	304	0	0	0	304	304	0	0	0	304	0	0	
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	599	50	0	0	650	599	50	0	0	650	0	0	
10140000	Alcester - St Nicholas School	34	0	0	0	34	34	0	0	0	34	0	0	
10145000	Newbold On Avon, Avon Valley School Improvements - Phase 3 New Build	(2)	0	0	0	(2)	(2)	0	0	0	(2)	0	0	
10213000	Wellesbourne Primary School - 2 Temporary Classrooms and Extension	1,293	0	0	0	1,293	1,293	0	0	0	1,293	0	0	
10218000	Henley-In-Arden High, Specialist Status	2	0	0	0	2	2	0	0	0	2	0	0	
10223000	Exhall Grange School Reorganisation	4,494	0	0	0	4,494	4,494	0	0	0	4,494	0	0	
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	(36)	12	0	0	(24)	(36)	12	0	0	(24)	0	0	
10231000	Birchwood - Polesworth (Ph 2) Children's Centre	(9)	0	0	0	(9)	(9)	0	0	0	(9)	0	0	
10232000	North Leamington Community School and Arts College and Residential Scheme	13	0	0	0	13	13	0	0	0	13	0	0	
10233000	Kingsbury Primary (Ph2) Children's Centre	(4)	0	0	0	(4)	(4)	0	0	0	(4)	0	0	
10238000	Rugby, Oakfield (Ph2) Children's Centre	(5)	5	0	0	0	(5)	5	0	0	0	0	0	
10251000	Stratford High School Extension	4,620	41	0	0	4,661	4,620	41	0	0	4,661	0	0	

F Learning & Achievement

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10254000	Leek Wootton, St John's (Ph2) Children's Centre	(12)	12	0	0	0	(12)	12	0	0	0	0	0	
10262000	Education Modernisation 2009/10	2	0	0	0	2	2	0	0	0	2	0	0	
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	7	0	0	197	0	0	
10349000	Galley Common Infant School, Extension	3	0	0	0	3	3	0	0	0	3	0	0	
10356000	Warwick Aylesford Security and Bus Set Down	258	119	0	0	377	258	119	0	0	377	0	0	
10357000	Rugby Paddox Primary Amalgamation	1,743	108	0	0	1,850	1,743	108	0	0	1,850	0	0	
10371000	Brookhurst Primary School, Extension	0	0	0	0	0	0	0	0	0	0	0	0	
10425000	Rugby Harris Secondary School Extension	4,080	0	0	0	4,080	4,080	0	0	0	4,080	0	0	
10426000	Rugby Rokeby Junior and Infant Amalgamation	942	0	0	0	942	942	0	0	0	942	0	0	
10433000	Education Capital - Unallocated	0	10	0	0	10	0	14	0	0	14	4	4	
10436000	Nuneaton Abbey Infant Temp Classroom Replacement	(1)	0	0	0	(1)	(1)	0	0	0	(1)	0	0	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,849	226	0	0	10,075	9,849	226	0	0	10,075	0	0	
10445000	Stratford Provision of Primary Places	2	0	0	0	2	2	0	0	0	2	0	0	
10451000	Stratford Ettington Primary Additional Classroom	5	0	0	0	5	5	0	0	0	5	0	0	
10481000	Education Modernisation 2010/11	280	1	0	0	281	280	1	0	0	281	0	0	
10513000	Education Capital - Earmarked Capital Receipts	0	0	3,553	550	4,103	0	0	0	550	550	0	(3,553)	Reduction relates to funds being allocated to new projects approved by Council 17th December 2013
10514000	Queen Elizabeth School All Weather Pitch	458	14	0	0	472	458	0	0	0	458	(14)	(14)	
10526000	Stratford Bridgetown Primary Extension	2,247	19	0	0	2,266	2,247	19	0	0	2,266	0	0	
10532000	Nic.Chamberlaine Construction Work Bays Tcf 14-19	0	90	0	0	90	0	90	0	0	90	0	0	
10543000	Southam College Applied Learning Suite	1,059	7	0	0	1,066	1,059	0	0	0	1,059	(7)	(7)	
10552000	Southam College All Weather Pitch	551	4	0	0	554	551	0	0	0	551	(4)	(4)	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	27,212	7,500	0	0	34,712	27,212	7,500	0	0	34,712	0	0	
10970000	CYPF Capital Minor Projects	344	330	0	0	674	344	297	0	0	641	(32)	(32)	
11013000	Education Capital - Unallocated Contributions	0	0	350	0	350	0	0	350	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places)	2,148	1,069	0	0	3,217	2,148	1,043	0	0	3,191	(26)	(26)	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	66	223	0	0	289	66	223	0	0	289	0	0	
11066000	St Michaels Primary Extension (Pupil Places)	557	3	0	0	560	557	3	0	0	560	0	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,104	221	0	0	1,325	1,104	224	0	0	1,328	2	2	
11068000	Wembrook Primary Reorganisation (Pupil Places)	360	19	0	0	379	360	19	0	0	379	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	316	1,586	0	0	1,902	316	1,518	0	0	1,834	(68)	(68)	
11070000	Emscote Infants Extension (Pupil Places)	683	53	0	0	736	683	42	0	0	725	(11)	(11)	
11071000	Shipston Primary Alterations (Pupil Places)	411	46	0	0	457	411	65	0	0	476	19	19	
11072000	Glendale Primary Alterations (Pupil Places)	49	0	0	0	49	49	0	0	0	49	0	0	
11073000	All Saints Junior Extension (Pupil Places)	6	610	0	0	616	6	678	0	0	684	68	68	Project costs increased by £68,000 to cover extra car park work requested by WCC Planning Department to secure planning permission.
11074000	School Modernisation Block Header: Repairs and Maintenance	1,736	4	0	0	1,740	1,736	(28)	0	0	1,708	(32)	(32)	Budget transfer of £31,836 to 11039000 - a Physical Assets project.

F Learning & Achievement

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11074020	Leamington SpaTelford Junior School - Roof Replacement (Block 1)	113	0	0	0	113	113	0	0	0	113	0	0	
11074021	Stratford High School - Roof Replacement	358	0	0	0	358	358	0	0	0	358	0	0	
11076000	Schools Access Initiative Block Header	72	852	0	0	924	72	417	515	0	1,003	(436)	79	Increase relates to the transfer of balance from block header 10016000 to close the old project
11090000	Nuneaton Milby Primary School - Roof Replacement	127	0	0	0	127	127	0	0	0	127	0	0	
11101000	Nathaniel Newton Infant (Pupil Places)	0	0	0	0	0	0	0	0	0	0	0	0	
11102000	Newdigate Primary (Pupil Places)	230	673	0	0	903	230	673	0	0	903	(0)	(0)	
11103000	Long Lawford Primary (pupil places)	1,065	12	0	0	1,077	1,065	12	0	0	1,077	0	0	
11104000	Boughton Leigh Infants (Pupil Places)	466	(22)	0	0	444	466	(22)	0	0	444	0	0	
11105000	Lillington Primary (Pupil Places)	96	1,203	552	0	1,850	96	1,178	552	0	1,825	(25)	(25)	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	101	3,109	540	0	3,749	101	3,109	540	0	3,749	0	0	
11108000	Oakfield Primary	2,844	16	0	0	2,860	2,844	16	0	0	2,860	0	0	
11110000	DfE Basic Need and Maintenance Grant 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	
11111000	Schools Devolved Capital 2012/13	0	0	0	0	0	0	0	0	0	0	0	0	
11173000	Wolston St Margarets extension (pupil places)	0	180	500	20	700	0	180	500	20	700	0	0	
11174000	Kingsway Pri extension and reorg (pupil places)	30	752	218	0	1,000	30	752	218	0	1,000	0	0	
11175000	Newburgh Pri additional hall / studio space	9	368	13	0	390	9	439	13	0	461	71	71	Increase relates to the cost of furnishing and equipping the school extension (7 classrooms, administration space, library etc), costs linked to project 10044000.
11176000	Stockingford Inf & Jnr Amalgamation	0	0	0	0	0	0	0	0	0	0	0	0	
11177000	Schools Access Initiative 2012/13 block header	472	239	0	0	711	472	271	0	0	743	32	32	Increase relates to contributions by the Diocesan Authorities to projects at Voluntary Aided schools.
11178000	Woodlands School improve facilities	45	239	16	0	300	45	239	16	0	300	0	0	
11179000	Hillmorton Pri addtnl SEN provision	0	0	0	0	0	0	0	0	0	0	0	0	
11180000	Welcombe Hills vehicle access alterations	8	30	412	0	450	8	30	412	0	450	0	0	
11181000	Temporary classroom replacement	0	82	0	0	82	0	82	0	0	82	0	0	
11182000	Ilmington Pri replace temporary classrooms	44	526	3	0	573	44	526	3	0	573	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	103	656	381	0	1,140	103	656	381	0	1,140	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	3	507	0	0	510	3	507	0	0	510	0	0	
11198000	Barford St Peters extension (pupil places)	0	243	0	0	243	0	243	0	0	243	0	0	
11199000	Budbrooke Pri extension (pupil places)	4	399	0	0	403	4	401	0	0	405	2	2	
11200000	The Ferncumbe extension (pupil places)	4	286	0	0	290	4	273	10	0	287	(13)	(3)	
11202000	Quinton Pri expansion (pupil places)	3	370	878	0	1,250	3	361	878	0	1,241	(9)	(9)	
11203000	St Giles Pri parking & pedestrian issues (H&S)	0	40	0	0	40	0	40	0	0	40	0	0	
11204000	Tysoe temporary classroom replacement	0	250	0	0	250	0	274	0	0	274	24	24	
11205000	Water Orton temporary classroom replacement	0	253	0	0	253	0	0	253	0	253	(253)	0	
11206000	Telford Infants temporary classroom replacement	6	282	0	0	288	6	275	7	0	288	(7)	0	
11207000	Telford Junior temporary classroom replacement	7	243	0	0	250	7	215	25	0	247	(28)	(3)	
11209000	Wembrook Primary additional studio hall space	14	411	0	0	425	14	411	0	0	425	0	0	
11210000	Exhall Cedars Inf temporary classroom replacement	1	269	0	0	270	1	258	9	0	268	(11)	(3)	

F Learning & Achievement

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11211000	Coten End Primary expansion (pupil places)	3	752	2,145	0	2,900	3	652	2,130	115	2,900	(100)	0	
11247000	2 Year Old Offer - Capital Funding	0	480	206	0	686	0	415	271	0	686	(65)	0	
11249000	Bishopton School extension - targeted basic need	0	0	0	0	0	0	0	876	1,624	2,500	0	2,500	New project approved by Council 17th December 2013
11250000	Brooke School extension - targeted basic need	0	0	0	0	0	0	50	900	0	950	50	950	New project approved by Council 17th December 2013
11251000	Budbrooke School extension - targeted basic need	0	0	0	0	0	0	50	520	480	1,050	50	1,050	New project approved by Council 17th December 2013
11252000	Henry Hinde Infant School extension - targeted basic need	0	0	0	0	0	0	30	502	418	950	30	950	New project approved by Council 17th December 2013
11253000	Lapworth School extension - targeted basic need	0	0	0	0	0	0	40	610	0	650	40	650	New project approved by Council 17th December 2013
11254000	Milverton School extension - targeted basic need	0	0	0	0	0	0	50	538	462	1,050	50	1,050	New project approved by Council 17th December 2013
11255000	Paddox School extension - targeted basic need	0	0	0	0	0	0	125	910	1,215	2,250	125	2,250	New project approved by Council 17th December 2013
11256000	St Michael's CE School extension - targeted basic need	0	0	0	0	0	0	0	488	762	1,250	0	1,250	New project approved by Council 17th December 2013
11257000	Welcombe Hills School extension - targeted basic need	0	0	0	0	0	0	85	285	580	950	85	950	New project approved by Council 17th December 2013
11258000	New AED School - targeted basic need	0	0	0	0	0	0	130	570	5,300	6,000	130	6,000	New project approved by Council 17th December 2013
11260000	St Marys Southam Fire damage	0	0	0	0	0	0	4	196	0	200	4	200	New project approved by Portfolio Holder (Finance, Improvement and IT) 26th April 2013
11261000	Shipston High extension (pupil places)	0	0	0	0	0	0	20	790	790	1,600	20	1,600	New project approved by Council 17th December 2013
11262000	Cawston Grange extension (pupil places)	0	0	0	0	0	0	50	1,225	1,225	2,500	50	2,500	New scheme approved at Council 17th December 2013
11263000	Long Lawford extension (pupil places)	0	0	0	0	0	0	0	497	478	975	0	975	New project approved by Council 17th December 2013
11264000	Henry Hinde Junior School extension (pupil places)	0	0	0	0	0	0	0	0	0	0	0	0	
11265000	Milby Primary extension (pupil places)	0	0	0	0	0	0	50	925	925	1,900	50	1,900	New project approved by Council 17th December 2013
11266000	St Benedict's extension (pupil places)	0	0	0	0	0	0	158	13	0	170	158	170	New project approved by Council 17th December 2013
11267000	2013-14 Schools Disability Access block header	0	0	0	0	0	0	0	500	0	500	0	500	New project approved by Council 17th December 2013
11268000	Queen Elizabeth - contribution to PSBP re extra pupil places	0	0	0	0	0	0	0	1,750	0	1,750	0	1,750	New project approved by Council 17th December 2013
11269000	Woodlands Special School (pupil places)	0	0	0	0	0	0	170	225	0	395	170	395	New project approved by Council 17th December 2013
11271001	Alcester St Nicholas Academy extension	0	0	0	0	0	0	10	310	0	320	10	320	New project approved by Council 17th December 2013
11270000	Shipston Primary extension	0	0	0	0	0	0	0	90	0	90	0	90	New project approved by Council 17th December 2013
		83,815	26,249	9,765	570	120,399	83,815	26,366	19,799	14,944	144,924	117	24,525	



F Learning & Achievement

Performance Information: Quarter 3 April - December 2013

Learning & Achievement: All Measures						
Ref	Measure	2012/13 Actual	2013/14 Target	Period Actual 31/12/2013	Period Alert	Comments
M11001	% of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent	63.1	65	65	★	• Provisional
M11010	% of young people achieving Level 2 by 19	83	85	83.4	●	
M11015	% of young people achieving Level 3 by 19	56	62	58.6	●	
M11000	% of Warwickshire schools judged good or outstanding	73	70	73	★	
M11011	To narrow the attainment gap between pupils in schools judged to be satisfactory and the rest	4.4	2.4	32	▲	
M11009	Number of permanent exclusions	11	20	20	★	
M11006	Looked after children achieving level 4 at Key Stage 2 in English	75		68		
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths	71		64		
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent	23		20		
M11013	Number of Looked after Children (LAC) in a positive destination at age 19.	61		61		
M11014	% of Young People who were in receipt of Free School Meals (FSM) at academic age 15 who attain level 2 qualifications by the age of 19.	57		57		
M11016	The gap in attainment of L3 at age 19 between those young people who were in receipt of free school meals at academic age 15 and those who were not	34		34		
M11002	% of 16-18 year olds who are NEET	3.6	3	3.6	▲	
M11012	% of 16/17 year olds participating in education and work based learning (WBL)	88		90.8		
M11017	% of 16-18 year olds on an Apprenticeship programme achieving the full Framework.	73.7		73.7		

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

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Customer Contact and E-services	3,147		3,147	2,902	(245)	The Warwickshire Local Welfare Scheme is underspent by £405,000. As the scheme is in its first year of operation it is continuing to be developed - we are using the learning to date to develop a long term approach to the management and distribution of this grant which is aimed at crisis situations.
Marketing & Communications	393		393	288	(105)	The underspend relates to income generation from the Print Unit and Communications.
One Front Door (Formerly One Stop Shops)	294		294	256	(38)	The underspend is due to the restructure of the Library/Registration/One Stop Shop management team and will be used to support the Digital by Default programme.
Registration Services	158		158	(60)	(218)	The underspend is a result of increased income generation. This underspend will be used to primarily support, the Digital by Default programme and redundancy costs.
Other Customer Services	545		545	549	4	
Business Development	305		305	323	18	
Library & Information Services	5,077	1	5,078	5,071	(7)	
Customer Relations	258		258	259	1	
<b>Net Service Spending</b>	<b>10,177</b>	<b>1</b>	<b>10,178</b>	<b>9,588</b>	<b>(590)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	491	(491)	185	185		
Warwickshire Local Welfare Scheme			405	405	405	The Warwickshire Local Welfare Scheme is a ring-fenced grant. Therefore, the proposal is for any underspend relating to this grant to be moved to a Warwickshire Local Welfare Scheme Reserves, in order to continue to support the most vulnerable people in our communities..
<b>Total</b>	<b>491</b>	<b>(491)</b>	<b>590</b>	<b>590</b>	<b>405</b>	

**2013/14 to 2014/15 Savings Plan**

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

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	453	0	501	48	0	453	0	501	0	0	
10624000	Libraries Radio Frequency Identification	770	85	0	0	855	770	91	0	0	861	6	6	Small increase financed by a revenue contribution to capital.
10627000	Improving The Customer Experience- Libraries	184	5	0	0	189	184	5	0	0	189	0	0	
10631000	Library Modernisation Linked To Best Value	221	2	20	57	300	221	77	0	0	298	75	(2)	
10645000	One-Stop Shops Expansion Programme 2009/10	0	60	120	90	270	0	0	180	90	270	(60)	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	80	1,000	1,920	3,000	0	480	600	1,920	3,000	400	0	
11077000	Capital Fund for Community Libraries	90	0	0	0	90	90	0	0	0	90	0	0	
		1,313	232	1,592	2,067	5,205	1,313	653	1,232	2,010	5,208	421	4	

## Performance Information: Quarter 3 April - December 2013

Customer Service: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M01000	% Satisfaction level with the quality of services received	62	62.89		—		• Head of Service has noted that this is not something that should necessarily be part of the CS Performance Reporting and that it is not measurable but as a Corporate Business Plan measure it has to remain in the reporting framework meantime
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	92	80	98	★	98.3	
M01012	Number of visits to libraries	1721544	1730152	1730152	★	1274306	
M01030	% of complaints responded to within agreed timescales - general		80	100	★	100	
M01096	% of complaints responded to within agreed time scales - Adults	35	60	20	▲	19	• The CRT manager is currently closely monitoring performance in adults and children's services in liaison with the relevant heads of service. Performance is also been monitored through the management teams
M01097	% of complaints responded to within agreed time scales - Children	58	80	40	▲	40	• The CRT manager is currently closely monitoring performance in adults and children's services in liaison with the relevant heads of service. Performance is also been monitored through the management teams
M01100	No of processes transferred to digital against each identified major customer contact area.		6	6	★	4	

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

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	40	1	41	226	185	The underspends in Corporate Finance & Advice, Communities Finance and People Group Finance is largely the result of vacancies, which are either waiting to be filled or are being held vacant in preparation for delivering the spending reductions currently being considered by Members for 2014-15. An element of the savings target is held against the Head of Service line. In addition, the service has generated additional income from its traded activities with schools and with district councils, as well as additional procurement income (from contract rebates) and will be reinvesting this in service improvements (particularly on the new financial system and redesigning the overall finance service offer) between now and the end of this year to ensure medium term viability. Overall, the service is forecasting a small underspend.
Corporate Finance and Advice	715	0	715	648	(67)	
Treasury, Exchequer, Finance Systems, Pensions	484	0	484	476	(8)	
Communities Group and Fire & Rescue Local Finance, Procurement	994	0	994	866	(128)	
People Group Local Finance, Financial Benefits & Advice	2,014	(12)	2,002	1,865	(137)	
Resources Local Finance, Schools Strategy & Support, Payroll	427	41	468	387	(81)	
<b>Net Service Spending</b>	<b>4,674</b>	<b>30</b>	<b>4,704</b>	<b>4,468</b>	<b>(236)</b>	

**2013/14 Reserves Position**





Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	1,487	(1,487)	236	236		The use of the reserve will be requested in 2014/15 to fund one-off investment in further exploiting financial systems to assist the wider Council in delivering the 2014-18 One Organisation Plan
<b>Total</b>	<b>1,487</b>	<b>(1,487)</b>	<b>236</b>	<b>236</b>	<b>0</b>	

Resources Group Leadership Team have agreed to draw down £31,000 from the Resources Group Transformation Fund Reserve for Schools Support Finance.

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	1,125	1,125	1,125	1,125	1,125	1,125	See comments above - on-going savings arising from reduced staffing numbers have delivered the savings, allied with improvements to the County's use of its financial system.
RE-FI-01	Financial process efficiencies	725	725	725	725	725	725	
RE-FI-03	Reduction in financial support to both members and manag							
	<b>Sub total</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	
	<b>Target</b>		<b>1,850</b>	<b>1,850</b>		<b>1,850</b>	<b>1,850</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## Performance Information: Quarter 3 April - December 2013

Finance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M02000	Budget variance: percentage end year variance from budget		0	2		2	• Q3 forecasts are being collated - fluctuations within Business Units look larger, but overall within target.
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes		Yes	• Current work with the Budget Working Group is on track and there have been two Leader's announcements and a report to Cabinet in December.
M02014	Treasury Management strategy produced that supports the MTFP		Yes	Yes		Yes	
M02083	% of milestones within the medium term financial plan that are met		100	100		75	• On track to deliver the medium term financial plan.

**Human Resources and Organisational Development - Sue Evans**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Advisory Services (including Health & Safety)	1,519	0	1,519	1,443	(76)	£68k relates to the Health and Safety Budget slippage in staff recruitment and agency charges in year. £8k relates to slippage in vacancies within Advisory Service.
Equalities and Diversity	219	0	219	263	44	
Human Resources Service Centre	1,331	3	1,334	1,471	137	£130k authorised overspend to supplement the ongoing HR CRM Transformation project which is being funded by underspends elsewhere in the service.
Learning & Organisational Development	1,255	1	1,256	1,061	(195)	Levy Underspend £52k which in part relates to 2013/14 carry forward of £46k for e-learning/LMS system which has been absorbed by the current levy budget. L&OD Social Care Underspend £140k - £40k salary costs; £100k Delay in delivery of planned development programmes, and structural changes within the team.
Business Partners	655	0	655	654	(1)	
Human Resources Head of Service	1,415	(968)	447	483	36	
<b>Net Service Spending</b>	<b>6,394</b>	<b>(964)</b>	<b>5,430</b>	<b>5,375</b>	<b>(55)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	1,129	(1,129)	55	55		
Apprenticeship Programme	0	967	0	967		
<b>Total</b>	<b>1,129</b>	<b>(162)</b>	<b>55</b>	<b>1,022</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	500	
CW-CL-12	Additional income generation in Equality and Diversity	15	15	15	15	15	15	
CW-WS-03	HR Advisory Service	70	70	70	70	70	70	
CW-WS-04	HR Business Partnership	18	18	18	18	18	18	
CW-WS-06	Management restructure in Workforce, Strategy and Development	80	80	80	80	80	80	
	<b>Total</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	<b>683</b>	
	<b>Target</b>		<b>683</b>	<b>683</b>		<b>683</b>	<b>683</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## Performance Information: Quarter 3 April - December 2013

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M03000	% WCC staff agreeing that "the county Council is a good employer" as per the Corporate Staff Survey	73	77.5				• No survey in 2013-14
M03001	% staff who are flexible workers						• Agreement needed on which Business Unit owns this indicator.
M03019	% of staff satisfied with the training & development that they receive in their current job	66.6	70				• No survey in 2013-14
M03020	% staff who believe the County Council is an equal opportunities employer	85.1	86				• No survey in 2013-14
M03066	% Delivery against workforce plans (WCC)		100	100	★		
M03067	% Delivery of management workforce reports		100	100	★		• By the end of the financial year, quarterly workforce reports will be delivered to all of the Groups

**Information Assets - Tonino Ciuffini**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	588		588	590	2	
Members Support	98		98	97	(1)	
ICT General Unit Charge	(507)		(507)	(507)	0	This forecast is still at risk as the transfer of Unit Charge Budgets has not yet occurred and will be completed in Q4
Strategy and Programme & Innovation	974	(3)	971	966	(5)	
Corporate ICT Development	1,661		1,661	1,661	0	
R&D Infrastructure Projects	31		31	31	0	
Customer and Supplier Services	592	2	594	545	(49)	Forecast underspend in replacement PCs this year
Production Services	1,041		1,041	1,091	50	This position includes a £189,000 expenditure on redundancy costs to meet the Organisational Plan Proposal IA-B. All Information Assets underspends are being targeted to this area with the possible exception of the Schools ICT
Systems Design & Architecture	1,389	252	1,641	1,645	4	
Schools and Network Team	781	7	788	770	(18)	Underspend being accumulated as part of WES Services Commercialisation activity. The proposal is to be able to use any underspend as a Service development fund.
Information Management	286		286	286	0	
<b>Net Service Spending</b>	<b>6,934</b>	<b>258</b>	<b>7,192</b>	<b>7,175</b>	<b>(17)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Information Assets - Equipment reserve	171	0	0	171	0	These reserves have been earmarked to support the introduction of the new Wide Area Network in Warwickshire, as outlined in the paper to Cabinet in September 2013. We may need to draw down some project costs at the end of Quarter 4. The use of these reserves will allow savings as part of the One Organisational Plan to be fully realised.
ICT - Unit Charge Equalisation Account	625	0	0	625	0	
Service Savings	561	(561)	17	17	0	
<b>Total</b>	<b>1,357</b>	<b>(561)</b>	<b>17</b>	<b>813</b>	<b>0</b>	



## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	890	890	890	890	890	890	
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	10	10	10	10	10	10	
RE-IT-05	Removing the ICT extended out of hours support cover outside 8:30 to 5:30	100	100	100	100	100	100	
RE-IT-06-10	Reductions in the ICT Development Fund, ICT strategy and research and development and the staff associated with them	275	275	275	275	275	275	
New	Printing Savings	28	28	28	28	28	28	
		1,303	1,303	1,303	1,303	1,303	1,303	
	Target		1,303	1,303		1,303	1,303	
	Remaining Shortfall/(Over Achievement)		0	0		0	0	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	71	129	0	0	200	71	129	0	0	200	0	0	
10966000	Centenary Business Centre Data Centre improvements and relocation	511	69	0	0	580	511	69	0	0	580	0	0	
11121000	Development of Rural Broadband	133	470	1,620	1,341	3,564	133	228	4,271	5,213	9,845	(242)	6,281	There is a report going to Cabinet in January and Council in February regarding the additional external financing available for this project. At present only the contribution of WCC is reflected in the figures provided.
		715	668	1,620	1,341	4,344	715	426	4,271	5,213	10,625	(242)	6,281	

## Performance Information: Quarter 3 April - December 2013

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M03001	% staff who are flexible workers						• Agreement needed on which Business Unit owns this indicator.
M04004	% of support calls resolved at the point of contact	38.08	40	40	★	47.67	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	14	0	★	0	
M04013	Overall customer satisfaction (SOCITM Customer Satisfaction Survey)	5.3	5.5	5.54	★	5.54	
M04014	Overall customer satisfaction as measured by ICT Service Desk Survey	94	96	93.99	●	93.99	
M04018	Customer dissatisfaction as reported via complaints (formally recorded via the Corporate Complaints System)	0	0	0	★	0	
M04119	Delivery of ICT solutions to support the Digital by Default Agenda in line with the project plans and deliverables agreed at the Digital by Default Board.		Yes				• Target to be confirmed once ICT Actions Agreed. ICT Requirements not yet defined.
M04143	Implementation of first phase of Broadband Extension as defined in the procurement		Yes	Yes	★	Yes	

**Law and Governance - Greta Needham**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Clarke (Corporate Business & Environment)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	536		536	453	(83)	£50k of this underspend reflects unfilled vacancies in Democratic Services where recruitment is currently underway for a Democratic Services Officer and a Trainee DSO and it will therefore be required in 2014/15. The remainder relates to 2012/13 Police & Crime Panel grant income received where dedicated cover arrangements are to be implemented.
School Governor Services	54	1	55	53	(2)	
Insurance, Internal Audit and Risk Management	513	1	514	496	(18)	This underspend has resulted from unfilled staffing vacancies. Recruitment to these vacancies will take place during this latter part of this financial year.
Law and Governance Administration	1		1		(1)	
Legal Services	(451)		(451)	(525)	(74)	We continue to take a cautious approach on the Legal Services forecast as the transforming organisation is generating different patterns of legal spend in some areas. Quarter 3 saw increased expenditure from external customers
Legal Core	438		438	418	(20)	The underspend is mainly due to the repayment of Legal fees for the disposal of the Former Magistrates Court.
<b>Net Service Spending</b>	<b>1,091</b>	<b>2</b>	<b>1,093</b>	<b>895</b>	<b>(198)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	223	(223)	198	198	0	Additional legal resource may be required to support the Fire & Rescue project with West Mercia, albeit the extent of that support is yet to be determined. There is also the potential for additional support to be required on core legal work / extra support to the Monitoring Officer during a period of transition in the leadership of L&G.
<b>Total</b>	<b>223</b>	<b>(223)</b>	<b>198</b>	<b>198</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	365	367	367	365	367	367	
CW-CC-05 and LG-02	Transformation of Corporate Governance support	57	55	55	57	55	55	
CW-LG-03	Reduce core legal discretionary services	3	3	3	3	3	3	
	<b>Total</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	<b>425</b>	
	<b>Target</b>		<b>425</b>	<b>425</b>		<b>425</b>	<b>425</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## Performance Information: Quarter 3 April - December 2013

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M05000	The annual governance is accepted without qualification by the Council's external auditors	Yes	Yes	Yes	★	Yes	
M05017	£ contributed to the funding of the L&G Business Unit from external legal income	22	50000				• Q3 budget forecast indicates a surplus, overall income is below budget. (Need complete period costs to be posted to get total contribution)
M05074	% Maintained schools purchasing School Governor Development Services	81	85	95	★	92	• The 92% includes the 'Buy as you Need' services for two terms and we expect further buy back in final Spring term and pleased we have surpassed our original target

**Physical Assets - Steve Smith**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Hayfield (Customers)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	731	0	731	731	0	
Construction Services	2,400	3	2,403	2,184	(219)	One off additional income for traded maintenance work. Also there is an underspend on the Carbon Reduction Commitment scheme (£169k shown in reserves below).
Facilities Management	10,153	(117)	10,036	9,631	(405)	Additional surplus in Catering of £104k which goes into earmarked reserve for "Catering equalisation account". Fire Risk Assessments will only be part delivered this year, but the remainder in 2014/15
Estates & Smallholdings	169	0	169	180	11	Additional costs within Surplus Properties
Asset Strategy	294	0	294	223	(71)	One off reduction in salaries due to delay in restructure of the team in line with future One Organisational Plan.
Programme Management & Special Projects	(310)	533	223	223	0	Insurance receipt in respect of Bath Place has been received centrally of £717k (not shown in Physical Assets), report going to Cabinet in March to request this for future funding to support the One organisational plan.
Early Repayment of Self Financed Borrowing	0	0	0	493	493	It is proposed to use an element of underspend for early borrowing repayment. The benefit being the eventual revenue saving when all debt has been cleared.
<b>Net Service Spending</b>	<b>13,437</b>	<b>419</b>	<b>13,856</b>	<b>13,665</b>	<b>(191)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	0	0	0	0	0	
Salix Energy Management Reserve	404	0	(82)	322	0	The Governments Salix scheme must be eventually repaid from savings made from energy management initiatives.
Catering Equalisation Account	302	0	104	406	0	The equalisation account enables accrued underspends to balance out years where the outturn is affected by reduced trading days, for example where Easter falls twice in the same financial year.
Traded Services Equipment	35	0	0	35	0	
Carbon Reduction Commitment - CRC (Final outturn balance will be returned to Corporate General Reserve)	0	0	169	169	0	This underspend is held in reserve whilst the council remains subject to any fines resulting from reporting its carbon emissions under the CRC Scheme.
<b>Total</b>	<b>741</b>	<b>0</b>	<b>191</b>	<b>932</b>	<b>0</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	2,030	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	5	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,602	1,120	1,602	2,536	941	2,536	
<b>Total</b>		<b>3,637</b>	<b>3,155</b>	<b>3,637</b>	<b>4,571</b>	<b>2,976</b>	<b>4,571</b>	
<b>Target</b>			<b>3,637</b>	<b>3,637</b>		<b>4,571</b>	<b>4,571</b>	
<b>Remaining Shortfall/(Over Achievement)</b>			<b>482</b>	<b>0</b>		<b>1,595</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	189	736	0	0	925	189	736	0	0	925	0	0	
10972000	Planning Consent For Europa Way	73	227	0	0	300	73	250	0	0	323	23	23	Increase in consultancy costs
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0	
11122000	Nuneaton Academy(Ald Smith) -Redevelopment	5,862	3,639	177	0	9,677	5,862	3,639	177	0	9,677	0	0	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	18	55	0	0	73	18	55	0	0	73	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	150	600	0	750	(600)	0	
11157000	Nton Higham Lane Sch - Repl Modular Classrms (Fire Damage)	0	0	0	0	0	0	0	0	0	0	0	0	
Property Rationalisation Programme						0	0							
11041000	Rationalisation Of The Council's Property	396	484	0	0	880	396	38	209	0	643	(446)	(237)	The reduction of £236,754 from this block header has been used to fund the increases on projects 11190000 and 11230000.
11041003	Nuneaton Library	53	0	0	0	53	53	0	0	0	53	0	0	
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	132	349	0	0	481	132	349	0	0	481	0	0	
11059000	Warwick Shire Hall - Relocation Of Warwick Library	1,732	0	0	0	1,732	1,732	0	0	0	1,732	0	0	
11078000	Warwick Saltisford Office Park - Alterations to Increase Capacity	556	0	0	0	556	556	0	0	0	556	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	93	15	0	0	108	93	5	0	0	98	(10)	(10)	

L Physical Assets

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	1,260	1,711	117	0	3,087	1,260	1,711	530	0	3,500	0	413	Increase in cost due to changes in the scope and design of the project, plus associated decant costs. Increase has been funded from contributions from other projects - mainly 11041000 (£194k) and 11037000 (£155k).
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	405	0	0	604	199	448	0	0	647	43	43	Cost increase relates to improved security measures associated with Health & Safety needs of staff and visitors to the property. This increase is funded from the block header 11041000.
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	674	0	0	674	0	674	0	0	674	0	0	
<b>Structural Maintenance</b>						0	0							
10502000	Fire Precautions - Base Programme 2010/11	33	4	0	0	37	33	4	0	0	37	0	0	
11028000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2011/12	456	2	0	0	458	456	(6)	0	0	450	(8)	(8)	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	(67)	0	0	1,988	2,055	(66)	0	0	1,989	2	2	
11029005	Warwick Barrack St Block - Ph 2 Cathodic Protection	165	0	0	0	165	165	0	0	0	165	0	0	
11030000	Schools Capital Asbestos And Safe Water Remedial Works 2011/12	1,140	11	0	0	1,151	1,140	9	0	0	1,149	(3)	(3)	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	18	0	0	3,201	3,183	(1)	0	0	3,182	(18)	(18)	
11031003	Exhall Ash Green Sch - Boiler Repl	136	0	0	0	136	136	0	0	0	136	0	0	
11031042	Southam College - Window Repl (Block 1)	115	0	0	0	115	115	0	0	0	115	0	0	
11032000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2012/13	92	(39)	0	0	53	92	(39)	0	0	53	0	0	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	39	0	0	1,883	1,844	15	0	0	1,859	(24)	(24)	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	82	0	0	1,288	1,206	77	0	0	1,283	(5)	(5)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	278	0	0	5,947	5,669	229	0	0	5,898	(48)	(48)	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	311	0	0	311	0	311	0	0	311	0	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,616	0	0	2,616	0	2,464	0	0	2,464	(152)	(152)	Net effect of amount transferred to PRP Shire Hall project 11190000
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,271	0	0	1,271	0	1,292	0	0	1,292	21	21	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,561	0	0	5,561	0	5,818	0	0	5,818	257	257	Funded from a transfer from Schools (£85k), an increase in financing (£113k) and developer contributions (£59k)
11042000	Structural Maintenance 2011/12 - Revenue Funded	233	0	0	0	233	233	0	0	0	233	0	0	
11062000	Warwick Shire Hall - Water Hygiene Impvts(Ph 3)	129	(1)	0	0	128	129	(1)	0	0	128	0	0	
11063000	Exhall Cedars Inf Sch - Roof Replacement	139	0	0	0	139	139	0	0	0	139	0	0	
11096000	Wark Barrack St Block - Roof Repl	195	(0)	0	0	195	195	(0)	0	0	195	0	0	
11107000	Wark Shire Hall - Asb Rem/Repl(Basemt)	341	(7)	0	0	334	341	(7)	0	0	334	0	0	

L Physical Assets

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	317	0	317	0	0	317	0	317	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	1,318	0	1,318	0	0	1,318	0	1,318	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	2,574	0	2,574	0	0	2,574	0	2,574	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	5,680	0	5,680	0	0	5,680	0	5,680	0	0	
11160000	Dunchurch Highways Sub-Depot - Maj Ext Struct Reprs	124	1	0	0	125	124	1	0	0	125	0	0	
11161000	Ansley Nursery Hill Prim Sch - Boiler Repl	74	22	0	0	96	74	22	0	0	96	0	0	
11162000	Llandudno Marie Hall Oec - Boiler Repl	214	1	0	0	215	214	9	0	0	223	8	8	
11166000	Rugby Northlands Prim Sch - Boiler Repl & Htg Dist Impvts	176	0	0	0	176	176	0	0	0	176	0	0	
11167000	Atherstone Queen Elizbth Sch - Flat Roof Repl	122	0	0	0	122	122	0	0	0	122	0	0	
11168000	Warwick Shire Hall and Courts - Boiler Replacement	346	40	0	0	386	346	39	0	0	385	(1)	(1)	
11169000	Leamington The Fordsfield Centre - Major adaptations and replacement heating mains/pipework	154	0	0	0	154	154	0	0	0	154	0	0	
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	0	323	323	0	0	0	323	323	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,344	1,344	0	0	0	1,344	1,344	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,626	2,626	0	0	0	2,626	2,626	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	5,794	5,794	0	0	0	5,794	5,794	0	0	
<b>Facilities</b>						0	0							
10581000	Day Services Modernisation Programme 2005/2006	9	0	0	0	9	9	0	0	0	9	0	0	
10592000	Small Scale Reactive / Minor Improvements County-Wide	46	140	72	0	258	46	92	151	0	289	(48)	31	Increase to be financed via a revenue contribution to cover the costs associated with a delay in project commencement.
<b>Energy</b>						0	0							
10400000	Climate Change 2009/10	180	75	153	0	408	180	91	83	0	354	16	(54)	
10410000	Climate Change 2007/08	276	83	0	0	359	276	83	0	0	359	0	0	
11135000	Various Properties - Reducing Energy	0	100	950	1,200	2,250	0	129	915	1,200	2,244	29	(6)	
11136000	Various Properties - Renewable Energy	2	400	1,850	3,648	5,900	2	250	2,000	3,648	5,900	(150)	0	
11159000	Wark Saltisford Office Park - Pv Micro Genertn Syst	108	0	0	0	108	108	6	0	0	114	6	6	
<b>Smallholdings</b>			0			0	0	0						
10305000	Rural Estates Dairy Units	22	0	0	0	22	22	0	0	0	22	0	0	
10419000	Nitrate Vulnerable Zone - Farm Waste Regulation	311	0	0	0	311	311	0	0	0	311	0	0	
10466000	Smallholdings Maintenance 2011/12	(18)	0	0	0	(18)	(18)	0	0	0	(18)	0	0	
11024000	Dunkleys Farm, Dunchurch	0	0	0	0	0	0	0	0	0	0	0	0	
11025000	Hurley, Poplars Farm	147	0	0	0	147	147	0	0	0	147	0	0	
11026000	Tysoe, Herberts Farm Cottage - Thatch Roof	26	0	0	0	26	26	0	0	0	26	0	0	
11137000	Smallholdings - Nitrate Vulnerable Zone 2012	264	72	0	0	336	264	20	0	0	284	(51)	(51)	Move of project costs from Block header 11137000 to 11139000.
11138000	Smallholdings - Decent Homes Standard 2012	429	98	0	0	527	429	98	0	0	527	0	0	
11139000	Rural Services Capital Maintenance 2012/13	701	241	0	0	942	701	292	0	0	993	51	51	Move of project costs from Block header 11137000 to 11139000.



L Physical Assets

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	4	7	239	0	250	4	7	239	0	250	0	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	41	484	0	0	525	41	484	0	0	525	0	0	
11140000	Rural Services Capital Maintenance 2013/14	0	242	0	0	242	0	242	0	0	242	0	0	
11141000	Rural Services Capital Maintenance 2014/15	0	0	805	0	805	0	0	805	0	805	0	0	
11158000	Ilmington Wharf Farm - Demolish/Rebuild Bungalow	4	(4)	0	0	(0)	4	(4)	0	0	(0)	0	0	
11228000	Rural Services Capital Maintenance 2015/16	0	0	0	821	821	0	0	0	821	821	0	0	
		31,665	21,122	14,252	15,756	82,794	31,665	20,014	15,598	15,756	83,032	(1,108)	238	

Performance Information: Quarter 3 April - December 2013

Physical Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M06000	% of our retained operational property portfolio having optimum utilisation	90	95	95	★	90	
M06001	% of corporate projects which deliver CO2 reductions	-32	-2.5	13	▲	13	13 % increase. In 10/11 and 11/12 WCC was able to report on a total of only 93% of its total carbon dioxide emissions from electricity, gas and heating oil consumption. WCC could exclude some 'residual carbon dioxide emissions'. In 12/13 the CRC rules changed and WCC had to report on 100% of its total carbon dioxide emissions from electricity and gas consumption. This resulted in having to report on an extra 8% of property by floor area. The winter of 12/13 was the second worst winter in 20 years. The Degree Days (a measure of the amount of heating required in a building) was 2,031 in 11/2 and increased 23% to 2,640 in 12/13. This indicates that an increase of approximately 23% in energy consumption for heating requirements can be expected. Actual gas consumption increased by 24%. Actual electricity consumption rose by 1% - some electricity will have been used for heating purposes. Since 2009 / 10 schools carbon dioxide emissions have risen by an average of 7%. Since 2009 / 10 corporate carbon dioxide emissions have dropped by an average of 10%. Schools are responsible for 79% of total carbon dioxide emissions. Corporate buildings are responsible for 21% of total carbon dioxide emissions. Total reported CRC emissions as presently recorded in the CRC Registry are: 2010-11 CRC Emissions: 55,541 tCO2 (including street lighting); 41,472 tonnes in 10/11 (when street lighting carbon dioxide emissions are excluded). 2011-12 CRC Emissions: 37,978 tCO2; 2012-13 CRC Emissions: 43,030 tCO2. The 43,030 tonnes CO2 for 12/13 is a 13% increase on the 37,978 tonnes CO2 reported in July 2012; 4% higher than 10/11. Further details about which buildings have seen the largest increase in energy consumption can be found in the Annual Building Energy Consumption Review which is produced at the end of December each year.
M06022	Capital receipts target (£m)	1.34	14.75	13.9	●	7.51	• Slippage on Guys Cliffe and land at Bidford- rear of Fire Stn.
M06102	Achieve property rationalisation savings target (£m)		1.6	1602	★	1121.4	• 70% of 1.602 secured
M06103	% achievement against budget on PRP		100			70	• Carry forward saving target at risk, 1.602 on target
M06104	% achievement against time targets on PRP		100	100	★	75	

**Service Improvement and Change Management - Phil Evans**  
**Strategic Director - David Carter**  
**Portfolio Holder - Councillor Hayfield (Customers)**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	797	1	798	695	(103)	One-off partial year effect of vacant posts
Observatory	368	(10)	358	442	84	Budgeted external income levels not currently being achieved.
Service Improvement and Change Management Admin	175	1	176	187	11	
Development and Support	711	229	940	875	(65)	One-off partial year effect of two vacant posts offset by redundancy costs.
Corporate Programme Management Office	247	0	247	299	52	One-off redundancy costs partially offset by part-year vacant posts.
Commercial Enterprise	103	127	230	204	(26)	
<b>Net Service Spending</b>	<b>2,401</b>	<b>348</b>	<b>2,749</b>	<b>2,702</b>	<b>(47)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	368	(368)	47	47	0	
<b>Total</b>	<b>368</b>	<b>(368)</b>	<b>47</b>	<b>47</b>	<b>0</b>	

**2013/14 to 2014/15 Savings Plan**

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	263	263	263	263	263	263	
CW-CL-14	Reduction in support services	17	17	17	17	17	17	
PPU-02	Generating income through charging for consultation activities	30	30	30	30	30	30	
	<b>Total</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	<b>310</b>	
	<b>Target</b>		<b>310</b>	<b>310</b>		<b>310</b>	<b>310</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## M Service Improvement

## Performance Information: Quarter 3 April - December 2013

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M07041	% Increase in satisfaction with service provision						• This data will not be collected
M07042	Number of Service Reviews delivering full business case to schedule		4	15	★	5	<ul style="list-style-type: none"> <li>• 4 Business Cases delivered in Q3.</li> <li>10 Business Cases are on track to be delivered by end March 2014.</li> <li>NB1: Three tranche 4 reviews brought forward due to earlier closure of Programme at 31/3/14.</li> <li>NB2: this indicator is measuring the number of reviews delivering Business Cases, not the number of Business Cases delivered.</li> </ul>
M07095	% of corporate frameworks scheduled for review completed (March 2014)		100	76	▲	47	• There has been slippage in the programme but successful outcomes are being maintained
M07096	% of reviews which have identified deliverable savings in their business cases commensurate with leadership expectations for the delivery of the 2014-18 CSR		100	100	★	100	<ul style="list-style-type: none"> <li>• 4 of 4 Business Cases in Q3 have identified how required savings and improvements will be delivered.</li> <li>The remaining service reviews are on track to deliver Business Cases with savings and improvements commensurate with Corporate Board's expectations. One Organisational Plan savings are being integrated into current reviews.</li> </ul>
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100	100	★	100	

**Sustainable Communities - Covered by Graeme Fitton, Mark Ryder and Monica Fogarty****Strategic Director - Monica Fogarty****Portfolio Holders - Councillor Cockburn (Deputy Leader & Economic Development), Councillor Caborn (Community Safety), Councillor Stevens (HS2),  
Councillor Butlin (Transport & Planning), Councillor Clarke (Corporate Business & Environment)****2013/14 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	235	72	307	297	(10)	One off salary savings for Head of Service post
Waste Management	18,081		18,081	17,849	(232)	Reduced cost of disposal following LAWDC agreement and slight reduction in green waste. There will be a carry forward request submitted to support the Behaviour Change part of the savings plan.
Rural Services	186	2	188	191	3	
Country Parks	173	11	184	134	(50)	Increase in income across the Parks offset by additional premises costs
Forestry	167		167	187	20	Contribution to capital expenditure for 2 new vehicles.
Gypsy & Traveller Services	(15)		(15)	(46)	(31)	Salary savings and increased rental income
HS2	400		400	375	(25)	Some income received from HS2 to cover certain aspects/ costs of the work completed by WCC
Regeneration Projects & Funding	877	1	878	844	(34)	Early delivery of future savings plans.
Going for Growth	1,058		1,058	809	(249)	Due to additional LEP funding FOR Small Business Loans, it has been agreed that the G4G funding for this area be re-allocated to support other G4G projects and also to establish a Match Funding reserve to attract future European Funding.
LEP Delivery Team	3,233		3,233	3,202	(31)	Lower than expected spend on reparation costs for Bayton Road Hub.
Service Transformation	16		16	0	(16)	Early realisation of future savings plan.
Asset Management	(224)		(224)	(433)	(209)	Consistently high occupancy levels have resulted in increased income. £100k move to established reserve is requested to deal with on-going maintenance and improvements so that these occupancy levels can be maintained.
Education Business Partnership	1		1	2	1	
Planning & Development Group	14		14	(28)	(42)	Increased income for S38 work, some one-off salary savings.
<b>Net Service Spending</b>	<b>24,202</b>	<b>86</b>	<b>24,288</b>	<b>23,383</b>	<b>(905)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General	5,017	(5,017)	605	605		
European Match Funding Reserve			200		200	Establishment of a Match Funding reserve to attract future European Funding.
S38 Developer Funding	0	500		500		
Business Centres, including Building Maintenance Liabilities	317	(74)	100	343	100	On-going maintenance and improvements to ensure high quality offer to small businesses so that occupancy levels are maintained.
Development Group Realignment	150	(100)		50		
<b>Total</b>	<b>5,484</b>	<b>(4,691)</b>	<b>905</b>	<b>1,498</b>	<b>300</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	2,754	2,938	2,938	2,754	2,938	2,938	
EE-ER-01 and 02	Rationalisation of Household Waste Recycling Centres (HWRCs) and Services	1,088	0	1,088	1,088	0	1,088	
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	5	
EE-SC-01	Development of a new Local Enterprise Partnership	72	72	72	72	72	72	
EE-SC-03	Reduce costs and increase income from gypsy and traveller settled sites	5	5	5	5	5	5	
EE-SC-04	Removal of County Planner post	51	51	51	51	51	51	
EE-SC-05	Education Business Partnership - agree exit strategy	50	50	50	50	50	50	
	<b>Total</b>	<b>4,025</b>	<b>3,121</b>	<b>4,209</b>	<b>4,025</b>	<b>3,121</b>	<b>4,209</b>	
	<b>Target</b>		<b>4,025</b>	<b>4,025</b>		<b>4,025</b>	<b>4,025</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>904</b>	<b>(184)</b>		<b>904</b>	<b>(184)</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Economic Development														
10081000	Building Sustainable Neighbourhoods	2,305	0	0	0	2,305	2,305	0	0	0	2,305	0	0	
10086000	Optima Centre, Nuneaton	7,638	56	0	0	7,694	7,638	14	41	0	7,694	(41)	0	
10154000	Centenary Business Centre Phase 3	(19)	19	0	0	(0)	(19)	3	15	0	(0)	(15)	0	
10202000	Masterplanning & Feasibility Small Scale Imps	0	80	0	0	80	0	0	80	0	80	(80)	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	54	0	0	640	586	0	54	0	640	(54)	0	
11208000	Rural Growth Network	0	240	541	0	781	0	299	570	0	869	59	88	We have recently agreed some of the Micro Enterprise grants and there has been a strong emphasis from DEFRA that grants are more biased in favour of capital than revenue - hence the increase in expenditure.
11212000	DECC Fuel Poverty Grant	17	361	0	0	378	17	361	0	0	378	0	0	
11213000	Going for Growth - Small Business Loans	0	132	0	0	132	0	134	0	0	134	2	2	
11214000	Going for Growth - Revitalising Town Centres	0	0	0	0	0	0	0	0	0	0	0	0	

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	0	27	0	100	(27)	0	
10318000	Kenilworth Connect 2	325	39	0	0	364	325	42	0	0	367	3	3	
10983000	Countryside Maintenance - Base Programme 2011/12	0	50	0	0	50	0	0	0	0	0	(50)	(50)	
11022000	Countryside Maintenance - Base Programme 2012/13	192	347	0	0	539	192	382	0	0	574	35	35	Two new Forestry vehicles (£24k) to be funded via a revenue contribution plus additional spend on project 11022001 (£12k) to be funded from project 10983000
11023000	Countryside Maintenance - Base Programme 2013/14	0	123	0	0	123	0	0	123	0	123	(123)	0	
11120000	Rural Services Capital Maintenance 2014/15	0	0	122	0	122	0	0	122	0	122	0	0	
11218000	Rural Services Capital Maintenance 2015/16	0	0	0	122	122	0	0	0	122	122	0	0	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	153	990	0	0	1,143	153	457	533	0	1,143	(533)	0	
10224000	Waste Strategy Implementation - District Support	4	0	0	0	4	4	0	0	0	4	0	0	
10250000	Household Waste Recycling Centres Site Maintenance	822	4	0	0	826	822	12	0	0	834	8	8	
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	0	28	0	65	(28)	0	
10381000	Waste Capital Infrastructure Grant	285	36	0	0	321	285	36	0	0	321	0	0	
10454000	Lower House Farm Waste Facility	5,252	2,268	0	0	7,520	5,252	2,268	0	0	7,520	0	0	This project will be delivered significantly under budget but, as we are waiting for the final charges, we have maintained the forecast at the figure set at Qtr 2. A further update will be provided at out-turn.
11081000	Waste Infrastructure Support for District Councils	910	435	0	0	1,345	910	435	0	0	1,345	0	0	
11117000	HWRC Maintenance 2012/13	43	27	0	0	70	43	27	0	0	70	0	0	
11118000	HWRC Maintenance 2013/14	0	71	0	0	71	0	45	26	0	71	(26)	0	
11119000	HWRC Maintenance 2014/15	0	0	71	0	71	0	0	71	0	71	0	0	
11217000	HWRC Maintenance 2015/16	0	0	0	71	71	0	0	0	71	71	0	0	
		18,623	5,387	734	193	24,937	18,623	4,516	1,691	193	25,022	(871)	86	

## Performance Information: Quarter 3 April - December 2013

Sustainable Communities: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M15001	Number of individuals undertaking Apprenticeships in the Sub-Region	8490	6200	6450	★	6450	• This is an annual indicator reported 1 year in arrears 2013/14 data available April 2014
M15002	The number employed in key target growth sectors of the sub-regional economy	143055	150000				• The Office of National Statistics have re-released 2012/13 actuals. No further updates to be provided this year.
M15003	Businesses reporting skills shortages - survey		31				• Coventry & Warwickshire Chamber of Commerce survey currently not available, we anticipate this should be available at year end.
M15005	Occupancy rates at WCC Business Centres	86	85	90	★	90	
M15018	Number of jobs created within Warwickshire		10000	10000	★		• Quarterly actual data expected in January 2014
M15019	Number of jobs created within the CWLEP area		15000	15000	★		• Quarterly actual data expected in January 2014
M15026	Number of learners supported by the Camp Hill Opportunities Centre	150	154	166	★	11	• 11 new students have started at the centre bringing a sub total of 84 students accessing the service. We can add this figure to the 77 people currently receiving support at the centre from the work club bringing a total of 159 people accessing the Opportunities Centre. The numbers are still predicted to rise as schools are increasingly accessing the service offered.
M15027	The number of individuals undertaking Apprenticeships in Warwickshire	3800	3400	3800	★	3800	• This is an annual indicator reported 1 year in arrears 2013/14 data available April 2014
M15028	The number employed in key target growth sectors of the Warwickshire economy	95670	100000				• The Office of National Statistics have re-released 2012/13 actuals. No further updates to be provided this year.
M15006	% of all planning applications processed within target	61.4	70	70	★	59	• 56 applications were determined, 33 of which were determined within time (Data as at 19th Dec)
M15008	% of planning applications where chargeable pre-application advice was given	14	15	15	★	11	• 6 requests for pre-application advice have been received to date. (Data as at 19th Dec)
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	97	90	95	★	95	• There are two plots vacant for legal reasons.
M15029	% of Major Highway Authority applications which were responded to within target of 21 days		70	70	★	67	• 260 applications were received, 155 of which were responded to within 21 days. (Data as at 19th Dec)
M15030	% of Minor Highway Authority applications which were responded to within target of 21 days		90	90	★	84	• 1345 applications were received, 1038 of which were responded to within 21 days. (Data as at 19th Dec)
M15000	Kg of residual household waste per household	500.36	473	489.39	●	122.2	• Q3 information is currently being validated, an estimate has been provided. The data indicates reduction in residual waste in comparison to quarter 2. Improvements have taken place due to North Warwickshire Borough Council's new recycling service.
M15010	% of household waste re-used, recycled and composted	52.3	55.94	53	●	52.7	• Q3 information is currently being validated, an estimate has been provided. All collection authorities have seen a reduction in both dry recycling and green waste, except North Warwickshire due to the new recycling scheme introduced in October 2013.
M15011	% of Municipal waste landfilled.	32.8	19.55	24.8	▲	28.9	• Q3 information is currently being validated, an estimate has been provided.
M15012	% of household waste that has been used to recover heat, power and other energy sources	15.62	25.26	22.6	▲	16.5	Both measures are interrelated. The new Private Finance Initiative (PHI) Waste 2 Resources Plant had two dates for going live and finally it was commissioned 31st December. This has resulted in less waste going to the new facility and more to landfill that was planned.
M15013	% recycling and composting performance at Household Waste recycling Centres	65.3	69.68	66.5	●	66.17	• Q3 information is currently being validated, an estimate has been provided. A waste audit was carried out early this year, revealing that the maximum we can recycle is 67% without new processes coming on stream.
M15014	Country Parks Income (£000s)	716475	750000	815000	★	787000	• An estimate for Q3 has been included. A good Summer to end August, but visitor numbers and spend is down between September to December.
M15015	Country Parks - visitor numbers (000s)	729885	800000	820000	★		• This is an annual indicator reported at Q4.
M15016	Forestry - % of dangerous trees (category 1) made safe within 2 days	100	95	95	★	100	• The year end forecast reflects possibility of severe weather events from January to March.
M15017	Country Parks Service Delivery - plans agreed with business partners and concessions	5	5	5	★	5	

## Localities and Community Safety - Mark Ryder

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Caborn (Community Safety), Councillor Hayfield (Customers), Councillor Clarke (Corporate Business &amp; Environment)

## 2013/14 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Communities Resources	738	50	788	589	(199)	Budget not committed in anticipation of future savings plans - Will consider carry forward request to fund future transition cost at outturn.
Priority Families	299	(550)	(251)	(611)	(360)	All funding has been received from central government and ring fenced to support the delivery of this 3 year programme through to 31 March 2015.
Community Safety	461		461	426	(35)	Budget not committed in anticipation of future savings plans - Will consider carry forward request to fund future transition cost at outturn.
Domestic Abuse	243		243	243	0	
Drug and Alcohol Action Team	191		191	191	0	
Heritage and Culture Services	1,343		1,343	1,297	(46)	Additional income from Archaeological projects - Will consider requesting permission to establish development reserve at outturn
Localities & Community Safety Management	267		267	265	(2)	
Localities & Partnerships	2,214		2,214	2,189	(25)	
Emergency & Flood Management	750	(199)	551	526	(25)	
Trading Standards	1,455		1,455	1,443	(12)	
Youth Justice Service	1,971	0	1,971	1,811	(160)	The Secure Remand Budget was set as a result of forecasting from previous years. Propose to transfer £120k to secure remand reserve which is a demand led service and therefore subject to significant volatility. £40k savings being made early with respect to 2014-18 OOP, will consider further carry forward request to fund future transition cost at outturn.
<b>Net Service Spending</b>	<b>9,932</b>	<b>(699)</b>	<b>9,233</b>	<b>8,369</b>	<b>(864)</b>	

## 2013/14 Reserves Position

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General	1,595	(1,445)	494	644	0	
Secure Remand Reserve	112	(22)	120	210	120	Reserve required for any youth offending spike events which are now the LA responsibility and costs maybe beyond the available budget.
DAAT Ring-fenced Reserves	52	232		284	0	
Heritage & Culture Donation Reserves	323			323	0	
Family Intervention Project	769	(450)		319	0	
Trading Standards	65	0		65	0	
Proceeds of Crime	11			11	0	
Community Safety Statutory Reviews	91			91	0	
Priority Families Initiative	899	(176)	250	973	250	Unspent funding from DCLG - Proposal to transfer £250k of this to PF reserve to continue the project in future years.
Heritage & Culture Services - Our Warwickshire	0	75		75	0	
Flood Management Reserve	0	200		200	0	
<b>Total</b>	<b>3,917</b>	<b>(1,586)</b>	<b>864</b>	<b>3,195</b>	<b>370</b>	



## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target	Actual to Date	Forecast Outturn	Target	Actual to Date	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2011/12 and 2012/13	1,186	1,186	1,186	1,186	1,186	1,186	
CW-CL-01	Restructure management and teams	80	80	80	80	80	80	
CW-CL-08	Reconfiguration of Locality arrangements	150	150	150	150	150	150	
EE-ER-05	Savings in staffing in customers and communications	13	13	13	13	13	13	
EE-HC-05	Transformation of Heritage and Cultural Services	181	181	181	181	181	181	
EE-TS-01	Develop a sub-regional Emergency Management function	42	42	42	42	42	42	
EE-TS-02 to 04	Reduce Trading Standards pro-active work, front-line enforcement and support for vulnerable consumers.	122	122	122	122	122	122	
EE-TS-05	Reduce Trading Standards support service and management	13	13	13	13	13	13	
	<b>Total</b>	<b>1,787</b>	<b>1,787</b>	<b>1,787</b>	<b>1,787</b>	<b>1,787</b>	<b>1,787</b>	
	<b>Target</b>		<b>1,787</b>	<b>1,787</b>		<b>1,787</b>	<b>1,787</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Earlier Years	2013/14 £ 000's	2014/15 £ 000's	2015/16 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10623000	County Records Office Service - Digital Asset Management	39	12	0	0	51	39	12	0	0	51	(0)	(0)	
10937000	St. Johns - outdoor spaces - improve customer experience	33	18	0	0	51	33	18	0	0	51	0	0	
11185000	George Eliot Hospital SARC	389	11	0	0	400	389	11	0	0	400	0	0	
		<b>461</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>502</b>	<b>461</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>502</b>	<b>0</b>	<b>0</b>	

## Performance Information: Quarter 3 April - December 2013

Localities & Community Safety: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M13043	The number of new heritage collections received		135	135	★	26	• We are currently on target.
M13044	The number of Managed County Significant Wildlife / Geological sites		38	38	★		• This data will be reported at Q4.
M13048	No. of work experience and volunteer hours donated to the Service		8000	8000	★	1662	• Data relates to volunteers within our service areas. 2012/13 data included volunteers working with our Key Arts Clients.
M13049	Total number of individuals taking part in engagement activities delivered across the County		16000	16000	★	2782	• We are currently on target.
M13050	% customer satisfaction levels for engagement (includes visits to sites, plus outreach and Special Events) activities		98	98	★	98	• We are currently on target
M13051	Total income, including Grants, SLA's and retail income, generated by the HCS		220786	220786	★	65111	• We are currently on target

O Localities

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M13052	Total funds leveraged by the HCS		400000	4000000	★		• This indicator will be reported at year end.
M13024	Number of interactions with school aged children	23534	24000	24000	★	5210	
M01001	% of residents satisfied with Warwickshire as a place to live		86.7				• Annual indicator - question included in the 'Living in Warwickshire' survey. Results reported in Q4.
M13000	% of people who feel they can influence decisions in their local area		33.7				• Annual indicator - question included in the 'Living in Warwickshire' survey. Results reported in Q4.
M13025	% satisfaction rate relating to community forums	77	80				• Annual Survey scheduled for early 2014
M13027	% actions agreed at Community forums completed or on track	81	70	90	★	96	
M13036	% of KPIs achieved by Warwickshire Community And Voluntary Action (WCAVA) and Warwickshire Association of Local Councils (WALC)		80	80	★	85	
M13037	% Councillor grants awarded to local community projects		100	80	▲	59	• There have been some difficulties in encouraging quality applications
M13038	% of outcomes within Armed Forces Community Covenant (AFCC) Action Plan completed or on target		80	80	★	75	• Please note this measure is not solely the responsibility of WCC
M13039	Identification of additional benefits income for eligible Warwickshire residents (£)		2000000	4000000	★	3145417	• Information from Citizens Advice Bureaux and Free School Meals
M13045	Number of Priority Families identified	482	350	991	★	991	• Data as at 18th December 2013
M13046	Number of Priority Family "starts"	282	250	575	★	575	
M13047	Number of "payment by results" claims submitted	0	50	131	★	131	
M13042	Number of communities actively engaged in their flood risk management		10	10	★	6	
M13001	Number of serious acquisitive crimes per 1,000 population	11.05	11.04	10.77	★	8.14	• Q3 is a forecast as December is not yet confirmed. Year end estimate produced by doubling Q2 actual as this is not a partnership priority and mechanism is not in place to forecast more accurately. Local action plans in place to tackle Community Safety Partnership priorities.
M13009	First time entrants to the Youth Justice system	202	207				• Q3 data will be available on 17th January
M13011	Rate of proven re-offending by young offenders	0.71	0.7				• Q3 data will be available on 17th January
M13040	Total number of victims participating in restorative justice	46	55				• Q3 data will be available on 17th January
M13041	% Victim satisfaction with the restorative process		95				• Q3 data will be available on 17th January
M13021	Total number of households in No Rogue Trader Zones	8584			N/A	8917	• Indicator only
M13030	% of businesses giving positive response to satisfaction surveys			96	N/A	93	• These figures relate to the end of October.
M13002	Incidence of serious violent crimes per 1,000 population	4.77	4.76	4.81	●	3.58	• Q3 is a forecast as December is not yet confirmed. Year end estimate based on actuals to end of November. Local action plans in place to tackle Community Safety Partnership priorities.
M13003	Incidence of anti-social behaviour (number)	20164	20163	20029	★	15785	• Q3 is a forecast as December is not yet confirmed. Year end estimate based on actuals to end of November. Local action plans in place to tackle Community Safety Partnership priorities.
M13004	Rate of alcohol related hospital admissions per 100,000 population	1762	1761				• Awaiting data Last update of Local Alcohol Profiles website (Sept 2013) was for full year 2012/13. Conference taking place in January 2014, looking to refresh the partnership approach to tackling alcohol related harm and re-state the commitment to this priority issue.
M13005	Adult drug users successfully exiting treatment (%)	10.1	10.2	11	★		• Q3 data due in February. Overall figure for all drug AND alcohol successful completions is 23% at Q2.
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)	64	80	80	★		• Q3 data due end of January.
M13008	% actions in Violence Against Women & Girls Action Plan achieved		75				• To be an annual measure once approach to plan is agreed by partners. Strategy currently being developed and key objectives were launched on 25th November. Partnership Violence against Women and Girls Board to be established. Plans for some theme groups are already in place and being implemented. These are partnership plans, with many actions within them not the responsibility of WCC.

## Transport and Highways - Graeme Fitton

Strategic Director - Monica Fogarty

Portfolio Holders - Councillor Cockburn (Deputy Leader &amp; Local Transport Body), Councillor Caborn (Community Safety), Councillor Butlin (Transport &amp; Planning)

## 2013/14 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Highways Management	661	54	715	715	0	
Road Safety and Traffic Projects	922	13	935	764	(171)	Underspend relates to ring-fenced Speed Workshops surplus, the use of which has to be agreed with Warwickshire Police, less a £65,000 contribution to capital for Safety Cameras.
Transport Planning	1,065		1,065	918	(147)	Additional Income, including from the traffic model revenue fund. A carry forward at the end of the financial year to maintain and update the traffic models.
Civil Parking Enforcement	(607)		(607)	(607)	0	
Stratford Parkway and Park & Ride	119		119	181	62	Income from parking fees not as high as predicted.
Network Performance	(68)		(68)	(318)	(250)	Additional income from Utility Companies
County Highways	14,613		14,613	14,413	(200)	Forecast underspend on planned contributions to the Highways Maintenance capital programme
Countryside Access	300		300	300	0	
Design Services	343		343	243	(100)	Underspend from debt settlement on Bilton scheme - to be requested to be transferred to reserves to support bridge inspection programme for 2014/15
Design Services General Functions	285		285	285	0	
Bridge Maintenance	738		738	685	(53)	
County Fleet Management and Maintenance	(295)		(295)	(295)	0	
Transport Operations	2,131		2,131	2,131	0	
Concessionary Travel	7,581		7,581	6,807	(774)	The underspend has arisen from a £312,000 carry forward and a £256,000 budget pressure which have been absorbed within service. A further £156,000 underspend is due to lower than expected journey numbers and £50,000 due to other savings e.g. bus passes not renewed.
<b>Net Service Spending</b>	<b>27,788</b>	<b>67</b>	<b>27,855</b>	<b>26,222</b>	<b>(1,633)</b>	

## 2013/14 Reserves Position

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General	292	(279)	1,297	1,310		
Speed Workshops	1,228	200	236	1,664	(65)	To contribute towards Safety Camera Capital Costs
Kenilworth Station	188			188		
County Fleet Management	240	(65)		175		
Concessionary Travel	312	(312)		0		
Design Services	54	(50)	100	104	100	To support Bridge Maintenance Inspections 2014/15
<b>Total</b>	<b>2,314</b>	<b>(506)</b>	<b>1,633</b>	<b>3,441</b>	<b>35</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	3,648	3,648	3,648	3,648	3,648	3,648	
EE-TW-08	Street Light switch-off / trimming	500	500	500	500	500	500	
EE-TW-13	Stratford Park and Ride	20	20	20	20	20	20	
EE-TW-14	Term maintenance contract savings	600	600	600	600	600	600	
	<b>Total</b>	<b>4,768</b>	<b>4,768</b>	<b>4,768</b>	<b>4,768</b>	<b>4,768</b>	<b>4,768</b>	
	<b>Target</b>		<b>4,768</b>	<b>4,768</b>		<b>4,768</b>	<b>4,768</b>	
	<b>Remaining Shortfall/(Over Achievement)</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	2013/14 £'000	Total £'000	
Major Projects														
10076000	Nuneaton Major Project	6,309	0	0	0	6,309	6,309	0	0	0	6,309	0	0	Increase due to emerging land compensation payments. To be largely met by developer funding (£100k).
10144000	A429 Barford By-Pass	10,672	71	0	0	10,743	10,672	200	0	0	10,872	129	129	
10203000	Rugby Western Relief Road	58,280	1,000	597	619	60,496	58,280	397	1,320	499	60,496	(603)	0	
10362000	Kenilworth Station	1,758	1,000	1,000	638	4,396	1,758	1,150	1,680	638	5,226	150	830	This increase relates to a virement of £830,000 from Stratford Parkway Station as referred to in Cabinet report dated 12 December 2013.
10366000	Stratford-upon-Avon Local Sustainable Transport Project	4,182	2,072	0	0	6,254	4,182	1,070	0	0	5,252	(1,002)	(1,002)	Savings have resulted in this project being delivered at a lower cost than the approved estimate. The remaining budget has been vired to the Rugby Gyratory Improvement scheme (11272000) and Kenilworth Station (10362000).
10981000	NUCKLE	1,119	638	1,000	0	2,757	1,119	180	1,458	0	2,757	(458)	0	
11221000	M40 Junction 12	0	1499.8	5100	2200	8,800	0	1,500	5,100	2,200	8,800	0	0	
Structural Maintenance of Roads														
10199000	Highways Maintenance Improvement and Safety 07/08- Rugby Area Committee	290	103	0	0	393	290	103	0	0	393	0	0	
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	10	18	0	0	28	10	18	0	0	28	0	0	
10261000	Highways Maintenance Improvement and Safety 08/09- Nuneaton and Bedworth Area Committee	428	7	0	0	435	428	7	0	0	435	0	0	
10279000	Highways Maintenance Improvement and Safety 08/09- North Warwickshire Area Committee	341	17	0	0	358	341	17	0	0	358	0	0	
10289000	Highways Maintenance Improvement and Safety 08/09- Warwick Area Committee	354	28	0	0	382	354	28	0	0	382	0	0	
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	1	33	0	0	34	1	33	0	0	34	0	0	
10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	15	19	0	0	34	15	19	0	0	34	0	0	

P Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	2013/14 £'000	Total £'000	
10373000	Long Marston, B4632 Campden Rd	14	0	0	0	14	14	0	0	0	14	0	0	
10390000	Highways Maintenance Improvement and Safety 09/10 Stratford on Avon Area Committee	309	3	0	0	312	309	3	0	0	312	0	0	
10395000	Highways Maintenance - Improvement and Safety 2009/10 - Warwick Area Committee	2	37	0	0	39	2	37	0	0	39	0	0	
10412000	Highways Maintenance Improvement and Safety 09/10- Rugby Area Committee	328	24	0	0	352	328	24	0	0	352	0	0	
10460000	Hwys Maint/Road Safety 2012/13 N Warks Area Com	195	267	0	0	462	195	267	0	0	462	0	0	
10461000	Hwys Maint/Road Safety 2012/13 Warwick Area Com	320	80	0	0	400	320	80	0	0	400	0	0	
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	391	64	0	0	455	391	64	0	0	455	0	0	
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	280	120	0	0	400	280	120	0	0	400	0	0	
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	342	37	0	0	379	342	37	0	0	379	0	0	
10470000	Hwys Maint/Road Safety 2012/13 Stratford Area Com	275	141	0	0	416	275	141	0	0	416	0	0	
10473000	Highways Maint/Road Safety 2010/11 Warwick Area Committee	390	14	0	0	404	390	14	0	0	404	0	0	
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	335	65	0	0	400	335	65	0	0	400	0	0	
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10480000	Hwys Maint/Road Safety 2012/13 Rugby Area Com	272	113	0	0	385	272	113	0	0	385	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	341	153	0	0	494	341	153	0	0	494	0	0	
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	315	98	0	0	413	315	98	0	0	413	0	0	
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	259	141	0	0	400	259	141	0	0	400	0	0	
10489000	Hwys Maint/Road Safety 2012/13 Nun & Bed Area Com	216	184	0	0	400	216	184	0	0	400	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	0	400	0	0	400	0	400	0	0	400	0	0	
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	438	1	0	0	439	438	1	0	0	439	0	0	
10984000	Structural Maintenance of Carriageways North	2,450	0	0	0	2,450	2,450	0	0	0	2,450	0	0	
10985000	Structural Maintenance of Carriageways South	3,408	0	0	0	3,408	3,408	0	0	0	3,408	0	0	
10988000	Surface Dressing - North	898	0	0	0	898	898	0	0	0	898	0	0	
10990000	Slurry Sealing North	297	0	0	0	297	297	0	0	0	297	0	0	
10998000	Road Markings Surface Dressing North	91	0	0	0	91	91	0	0	0	91	0	0	
10999000	Road Markings Surface Dressing South	204	0	0	0	204	204	0	0	0	204	0	0	
11018000	Highways Structural Maintenance 2013/14	0	14,002	0	0	14,002	0	14,502	0	0	14,502	500	500	It is proposed to transfer part of the capital maintenance budget for bridges to highways and traffic signals maintenance.

P Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	2013/14 £'000	Total £'000	
11060000	Renewal Of Vehicle Activated Signs	6	14	0	0	20	6	14	0	0	20	0	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	26	74	0	0	100	26	0	74	0	100	(74)	0	
11129000	Highways Maintenance 2014/15	0	0	16,779	0	16,779	0	0	16,779	0	16,779	0	0	
11130000	Area committee delegated budgets 2014/15	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11170000	Highways Maintenance 2012/2013 North and South	11,838	294	0	0	12,132	11,838	294	0	0	12,132	0	0	
11191000	Earlswood Crossroads realignment of a junction	44	76	0	0	120	44	76	0	0	120	0	0	
11219000	Highways Structural Maintenance 2015/16	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	
<b>Structural Maintenance of Bridges</b>														
10421000	Portobello Bridge	455	47	10	1,548	2,060	455	32	20	1,553	2,060	(15)	0	
10452000	Spernal Bridge	5	0	0	0	5	5	0	0	0	5	0	0	
10977000	Minor Bridge Maintenance Schemes 2011/12	825	0	0	0	825	825	0	0	0	825	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/13	925	0	0	0	925	925	0	0	0	925	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	0	1,604	0	0	1,604	0	1,104	0	0	1,104	(500)	(500)	It is proposed to transfer part of the capital maintenance budget for bridges to highways and traffic signals maintenance.
<b>Integrated Transport</b>														
10192000	Safety Camera Funded Schemes	1,159	120	100	100	1,479	1,159	115	100	100	1,474	(5)	(5)	
10198000	Minor Casualty Reduction Schemes 2007/08	38	6	0	0	44	38	6	0	0	44	0	0	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	7	0	0	7	0	0	
10324000	Lawford Lane Cycle Route	24	382	0	0	406	24	432	0	0	456	50	50	A further £50,000 of DfT grant secured towards cost increase resulting from amendments to scheme at the detailed design stage.
10335000	Variable Message Signs For Car Parking In Rugby	0	2	0	0	2	0	0	2	0	2	(2)	0	
10365000	Rugby Town Centre Improvements	26	0	0	0	26	26	0	0	0	26	0	0	
10370000	Stratford-Upon-Avon, Alcester Rd Cycleway	0	0	0	0	0	0	0	0	0	0	0	0	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	132	0	132	0	0	0	132	132	0	0	
10428000	Aylesford School - Woodloes Park Cycle Route Phase 3	0	0	0	0	0	0	0	0	0	0	0	0	
10434000	North West Warwick Cycle Scheme	0	610	0	0	610	0	760	0	0	760	150	150	A further £70,000 of DfT grant and £80,000 of developer funding has been secured to cover construction cost increase for Phase 3 after tender bids higher than anticipated.
10459000	Casualty Reduction Schemes 2010/11	85	19	0	0	104	85	19	0	0	104	0	0	
10540000	Nuneaton, Queens Road Phase 1	64	28	0	0	92	64	28	0	0	92	0	0	
10915000	Decriminalisation - Nuneaton and Bedworth	11	0	0	0	11	11	0	0	0	11	0	0	
10978000	Safety Engineering Schemes under £100,000	51	12	0	0	63	51	12	0	0	63	0	0	
10979000	West Midlands Transport Information System	0	0	0	0	0	0	0	0	0	0	0	0	
10980000	M40 Junction 14	210	1,744	46	0	2,000	210	1,744	46	0	2,000	0	0	
11080000	Minor Integrated Revenue Funded 2011/12	100	63	0	0	163	100	63	0	0	163	0	0	
11098000	A426 Stockton to Southam Two Safety Cameras	150	53	0	0	203	150	53	0	0	203	0	0	
11100000	Footbridge at Stratford Town Station	73	1,187	309	0	1,569	73	1,187	309	0	1,569	0	0	
11126000	Casualty Reduction Schemes 2012/13	91	139	0	0	230	91	139	0	0	230	0	0	









Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	2013/14 £'000	Total £'000	
11127000	Casualty Reduction Schemes 2013/14	0	350	0	0	350	0	350	0	0	350	0	0	
11128000	Casualty Reduction Schemes 2014/15	0	0	350	0	350	0	0	350	0	350	0	0	
11192000	Access to Stations - Warwick	0	28	72	0	100	0	28	72	0	100	0	0	
11193000	Access to Stations - Leamington	15	73	0	0	88	15	73	0	0	88	0	0	
11216000	Upgrading Traffic Signal Junctions and Pedestrian Crossings	204	0	0	0	204	204	0	0	0	204	0	0	
11222000	Improvements for Pedestrians in Rugby Town Centre	0	180	366	0	546	0	35	50	461	546	(145)	0	
11244000	Leamington Bus / Rail Interchange	0	100	0	0	100	0	100	0	0	100	0	0	
11272000	Rugby Gyratory Improvements	0	0	0	0	0	0	0	1,455	0	1,455	0	1,455	Scheme approved by Deputy Leader on 20 Dec 2013. Funded by £1m DfT grant and £455k virement from Stratford Parkway Station project.
<b>Developer Funded Schemes</b>														
10092000	Nuneaton Camp Hill Tuttle Hill - New Signalised Junction	0	0	0	0	0	0	0	0	0	0	0	0	
10099000	A426 - Leicester Road, Rugby - Dual Puffin Crossing	2	0	0	0	2	2	0	0	0	2	0	0	
10132000	Minor Developer Schemes Under £100K	111	0	0	0	111	111	0	0	0	111	0	0	
10164000	Shipston, Tilemans Lane - Traffic Calming	66	0	0	0	66	66	0	0	0	66	0	0	
10215000	Rugby, Traffic Signal Control Junction Corporation Street	(29)	0	0	0	(29)	(29)	0	0	0	(29)	0	0	
10220000	Rugby, A4071 Bilton Road Works For Wimpey Housing Development	3	0	0	0	3	3	0	0	0	3	0	0	
10257000	South west Warwickshire Fisher Brook Flood Alleviation	854	123	0	0	977	854	84	39	0	977	(39)	0	
10332000	Rugby, Mill Rd (Key Property Investments No 2)	604	0	0	0	604	604	0	0	0	604	0	0	
10338000	Ryton, A423 Prologis Park Development Roundabout For Access	982	20	0	0	1,002	982	20	0	0	1,002	0	0	
10341000	Warwick Bus Station (self-financed)	20	0	0	0	20	20	0	0	0	20	0	0	
10372000	Kingsbury, Kingsbury Mill Footway and Carriageway	70	0	0	0	70	70	0	0	0	70	0	0	
10382000	Warwick Town Centre Traffic Management	841	160	0	0	1,001	841	140	0	0	981	(20)	(20)	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	4	107	0	0	111	4	107	0	0	111	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	100	297	0	401	4	0	397	0	401	(100)	0	
10446000	Rugby, A426 Leicester Rd	5	1,961	0	0	1,966	5	0	0	0	5	(1,961)	(1,961)	Developer funded scheme unlikely to proceed in the foreseeable future.
10507000	Nuneaton, Queens Rd (Nuneaton Borough Football Club)	20	0	0	0	20	20	0	0	0	20	0	0	
10519000	Nuneaton, B4114 New Signalised Junction Tuttle Hill (Redrow)	426	0	0	0	426	426	0	0	0	426	0	0	
10907000	Southam, Leamington Road Signalised Pedestrian Crossing (Tesco)	121	0	0	0	121	121	0	0	0	121	0	0	
10930000	Stratford, Guild St - College House Development	286	0	0	0	286	286	0	0	0	286	0	0	
10931000	Access To Guide Dog Breeding Centre – Bishops Tachbrook	156	0	0	0	156	156	0	0	0	156	0	0	
10935000	Bishopton Lane Improvement	2	0	0	0	2	2	0	0	0	2	0	0	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	56	12	0	0	68	56	0	0	0	56	(12)	(12)	
11061000	Bedworth George Street Ringway Tesco S278	1,422	0	0	0	1,422	1,422	0	0	0	1,422	0	0	
11079000	Former Cattle Market Site in Stratford	6	1,064	0	0	1,070	6	1,064	0	0	1,070	0	0	
11085000	Minor Developer Schemes 2011/12	205	48	0	0	253	205	48	0	0	253	0	0	

P Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	Earlier Years £'000	2013/14 £'000	2014/15 £'000	2015/16 & Later £'000	Total £'000	2013/14 £'000	Total £'000	
11093000	A3400 Shipston Road - Waitrose	1,149	15	0	0	1,164	1,149	15	0	0	1,164	0	0	
11094000	Back Lane Long Lawford	174	82	0	0	256	174	82	0	0	256	0	0	
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11186000	New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston	163	652	0	0	815	163	756	0	0	919	104	104	The increase in costs due to Severn Trent diversion and the delay to the main works will be fully funded by the developer.
11187000	Access and Puffin Crossing Morrisons Supermarket Bham Road Coleshill	125	15	0	0	140	125	15	0	0	140	0	0	
11188000	Changes to Leicester Rd/Brownsover Rd roundabout	276	208	0	0	484	276	208	0	0	484	0	0	
11194000	Minor Developer Funded Schemes 2013/14	0	250	0	0	250	0	250	0	0	250	0	0	
11195000	Minor Developer Funded Schemes 2014/15	0	0	250	0	250	0	0	250	0	250	0	0	
11196000	Minor Developer Funded Schemes 2015/16	0	0	0	250	250	0	0	0	250	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	3,839	742	0	0	4,581	3,839	708	116	0	4,663	(34)	83	The increased costs due to additional streetlighting, drainage, delays and fees will be fully funded by the developer.
11215000	Gating Order on Faraday Avenue , Coleshill	1	220	0	0	221	1	240	0	0	241	20	20	Developer funded scheme.
11248000	A429 Ettington Road Wellesbourne - New Roundabout		519	0	0	519	0	544	13	0	557	25	39	Increased costs due to utility works and associated delays. This will be funded by the developer.
11243000	Coventry Road/Back Lane (Long Lawford) Footway Improvements and Puffin Crossing	0	195	0	0	195	0	195	0	0	195	0	0	
<b>Community Safety, Public Transport and Other</b>														
10021000	Passenger Information Projects	0	45	0	0	45	0	45	0	0	45	0	0	
10938000	E&E Vehicle Fleet - 2010/11	116	0	0	0	116	116	0	0	0	116	0	0	
10982000	Street Lighting Electricity And Co2 Reduction (Self-Financed)	1,599	41	0	0	1,640	1,599	41	0	0	1,640	0	0	
11123000	Street Lighting Column Replacement 2012/2013	1,365	0	0	0	1,365	1,365	0	0	0	1,365	0	0	
11124000	Street Lighting Column Replacement 2013/2014	0	1,231	0	0	1,231	0	1,231	0	0	1,231	0	0	
11125000	Street Lighting Column Replacement 2014/2015	0	0	510	0	510	0	0	510	0	510	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	0	0	510	510	0	0	0	510	510	0	0	
		<b>128,354</b>	<b>39,068</b>	<b>28,917</b>	<b>20,865</b>	<b>217,205</b>	<b>128,354</b>	<b>35,227</b>	<b>32,140</b>	<b>21,343</b>	<b>217,064</b>	<b>(3,841)</b>	<b>(141)</b>	



## Performance Information: Quarter 3 April - December 2013

Transport and Highways: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M16000	WCC cost per passenger journey on County Council supported bus services.	0.76	0.75	0.75		0.76	
M16001	Level of subsidy per head of population in Warwickshire	3.84		3.82	N/A	3.82	
M16002	Length of Highway network where surface treatment is planned	210.7	250	257		257	
M16003	Length of highway network where maintenance is needed	732.12			N/A		• This is annual indicator. The 2013/14 year end actual will be based on data collated from 1st April 2010 - 31st March 2014 and reported in April 2014
M16005	Transport Operations - Concessionary Transport – % take up of passes by those eligible by their age	70.5	70	72.8		72.58	
M16006	Transport Operations - Special educational needs transport - cost per passenger journey	10.81	11.05	12.5		12.44	• Costs per passenger journeys for individuals with Special Education Needs continue to rise, reasons include lack of operator capacity resulting in reduced competition, increase in number of students undertaking longer distance journeys and an increase in number of individual passenger journeys to school. Discussions are taking place though the School Transport Board to consider policy development which will lead to reduced costs. This is being led by the People Group.
M16007	Transport Operations - Mainstream school transport, cost per passenger journey	2.21	2.2	2.2		2.24	
M16008	Average bridge condition indicator	90.16	90.5	89.9		89.97	
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)	86	100	100			
M16004	Number of people killed or seriously injured (KSI) on our roads	299	288	282		74	• The Q1 to Q3 figures cover the period January to September 2013 and are provisional. The figures show the lowest number of fatal and serious road casualties recorded in the first three quarters of a year and 31 lower than 2012. The year end estimate is the provisional figure for the year ending 31 October 2013 (1st Nov 2012 - 31st October 2013).

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

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,765	(129)	2,636	2,636	0	
Health Improvement	14,803	654	15,457	15,407	(50)	Smoking Cessation Activity committed in 2013/14 but will be completed in Q1 2014.
Health Protection	0	135	135	135	0	
Population Health	20	12	32	32	0	
Wider Determinants	4,433	(647)	3,786	3,786	0	
<b>Net Service Spending</b>	<b>22,021</b>	<b>25</b>	<b>22,046</b>	<b>21,996</b>	<b>(50)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Service Savings	427	(374)	50	103	50	Request transfer of forecast underspend to reserve. Smoking Cessation Activity committed in 2013/14 but will be completed in Q1 2014.
<b>Total</b>	<b>427</b>	<b>(374)</b>	<b>50</b>	<b>103</b>	<b>50</b>	

## Performance Information: Quarter 3 April - December 2013

Public Health: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Actual 31/12/2013	Comments
M14005	% Delivery of the County Council's new & continuing duties to improve public health		100	100	★		• Annual indicator to be reported in Q4
M14006	% of WCC services committing to deliver the public health agenda through their service priorities where able to do so (All Business Units have embedded PH objectives)		100	100	★		• Rachel Leslie Public Health Registrar has met all Heads of Service to encourage all Business Units to agree or insert Public Health targets into 2014/15 Business Unit Plans.
M14007	% of children in Year 6 who are obese	17.38	17	17	★		• Annual indicator. Programme follows school year. 2012/13 data has been published (Dec 2013) 16.50% of children in year 6 are reported as obese.
M14008	% of children in Reception who are obese	7.65	7	7	★		• Annual indicator. Programme follows school year. 2012/13 data has been published (Dec 2013) 8.10% of children in reception are reported as obese.
M14010	% of Health Checks to eligible population (20%) rolled out in the North and Rugby		100	100	★		• Quarterly actual data will be available mid January 2014
M14011	% of health check offers taken up by population		50	50	★		• Quarterly actual data will be available mid January 2014
M14012	% of Pregnant women vaccinated against flu		75	75	★		• Data provided by Public Health England. Public Health have assurance rather than delivery role in 2013/14. Flu programme begins in September, with work completed in Q3. Data provided in Q4.
M14013	% of eligible population vaccinated against flu		80	80	★		• Data provided by Public Health England. Public Health have assurance rather than delivery role in 2013/14. Flu programme begins in September, with work completed in Q3. Data provided in Q4.
M14014	National Child Measurement Programme participation rate in reception children (%)		95	95	★		• Annual indicator. Data collected all year in schools, results are uploaded to the Department of Health in July and confirmed August 2014 2012/13 data has been published (Dec 2013) Warwickshire achieved a 99.60% participation rate in reception children.
M14015	National Child Measurement Programme participation rate in year 6 children (%)		95	95	★		• Annual indicator. Data collected all year in schools, results are uploaded to the Department of Health in July and confirmed August 2014 2012/13 data has been published (Dec 2013) Warwickshire achieved a 98.60% participation rate in year 6 children.
M14016	4 week quitters		3466	3466	★		• Q1 and Q2 cumulative totals updated. Q3 data will not be available until the end of February 2014.
M14017	Reduced number of women smoking in pregnancy		150	150	★		• Outcome data currently not available. Q1 referrals were lower than expected, actions are being taken to redress.
M14018	Breastfeeding initiative		72	72	★		• Quarterly actual data will be available mid January 2014
M14019	% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	44.02	50	50	★		• Quarterly actual data will be available mid January 2014

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

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	11,993	55	12,048	11,720	(328)	This underspend is primarily against operational personnel due to holding vacancies in preparation for a Service redesign and also a reduction in demand for emergency response. Through continual prudent management it is likely that the year end position will result in an underspend and the Service will request to carry these funds forward to support the delivery of the future savings programme.
Prevention and Protection	952		952	888	(64)	The main items contributing to this underspend are a reduction in the Small Fires Unit activity and a decrease in expenditure relating to smoke detector fitting.
Strategy & Planning	1,890		1,890	942	(948)	The Fire Control Project is forecasting an underspend of £1,037k. This project is funded by government grant and two years of funding for both revenue and capital (2013/14 and 2014/15) is currently allocated as a revenue budget for 2013/14 causing the forecast underspend. Once we have a clearer picture of the capital spend for 2013/14 a revenue contribution will be made to finance the capital programme for 2013/14. Any further underspend will be carried forward in reserves into 2014/15 to fund the completion of the project (both revenue and capital).
Operational Risk	3,656	(6)	3,650	3,463	(187)	Expenditure on vehicle repairs & maintenance and fuel has reduced when compared to previous years. If this trend continues over the next six months it should result in an underspend of approximately £105k. There is also a vacant post contributing to the underspend within this service area.
Organisational Risk	82		82	220	138	This overspend relates to the reimbursement of legal costs associated with the Atherstone on Stour incident. A debtor was raised in the 2012/13 accounts but there is some uncertainty whether the full amount will be paid.
Service Support	3,079	(49)	3,030	3,042	12	The Firefighters Pension Fund is forecast to be underspent by £136k due to low levels of ill health retirements. When off-set against the additional costs relating to the Firefighters Strike Action and the Service Transformation Programme this results in a net underspend of £12k.
<b>Net Service Spending</b>	<b>21,652</b>	<b>0</b>	<b>21,652</b>	<b>20,275</b>	<b>(1,377)</b>	

**2013/14 Reserves Position**

Reserve	Opening Balance 01.04.13 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Fire General Reserve	351	(351)	204	204		The Service will request to carry forward this reserve into 2014/15 to support the delivery of the One Organisational Plan savings.
Fire Earmarked (Grants)	1,776	(1,775)	1,037	1,038		This reserve will be carried forward into 2014/15 to fund the completion of the Fire Control project.
Pensions (Former Fire)	871		136	1,007		
Capacity	(489)	489		0		
Fire AoS Incident	29	(29)		0		
<b>Total</b>	<b>2,538</b>	<b>(1,666)</b>	<b>1,377</b>	<b>2,249</b>	<b>0</b>	

## 2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14			2014/15			Reason for Variation and Management Action
		Target	Actual to Date	Forecast Outturn	Target		Forecast Outturn	
		£'000	£'000	£'000	£'000		£'000	
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	500	
	<b>Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	
	<b>Target</b>		500	500		500	500	
	<b>Remaining Shortfall/(Over Achievement)</b>		0	0		0	0	

## 2013/14 to 2014/15 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2013/14	2014/15	2015/16 & Later	Total	Earlier Years	2013/14	2014/15	2015/16 & Later	Total	2013/14	Total	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
10575000	Fire Capital Grant - Improvement Plan	166	0	0	0	166	166	0	0	0	166	0	0	
11086000	Fire Capital Grant 2011/12	584	55	0	0	639	584	55	0	0	639	0	0	
11087000	Fire Capital Grant - Equipment Management System	0	0	0	0	0	0	0	0	0	0	0	0	
11147000	Improvement Plan - Convert Alcester to Whole Time Station	635	2	0	0	637	635	2	0	0	637	0	0	
11148000	Improvement Plan - Vehicles and Equipment	40	0	0	0	40	40	0	0	0	40	0	0	
11149000	Fire Capital Grant - Light building for vehicle inspection and repair	6	169	0	0	175	6	169	0	0	175	0	0	
11150000	Fire Capital Grant - Portable Specialist Ff Equipment at Kingsbury Oil Terminal	0	0	0	0	0	0	0	0	0	0	0	0	
11151000	Fire Capital Grant - Equipment for Fire Appliances	68	168	0	0	236	68	168	0	0	236	0	0	
<b>Sub Total - Projects Funded From Fire Capital Grant</b>		<b>1,499</b>	<b>393</b>	<b>0</b>	<b>0</b>	<b>1,892</b>	<b>1,499</b>	<b>393</b>	<b>0</b>	<b>0</b>	<b>1,892</b>	<b>0</b>	<b>0</b>	
11045000	Vehicle Replacement Programme 2013/14	0	150	0	0	150	0	130	0	0	130	(20)	(20)	The buy-out of three fire appliances was £20k less than original estimate.
11152000	Vehicle Replacement Programme 2014/15	0	0	722	0	722	0	0	722	0	722	0	0	
11223000	Vehicle Replacement Programme 2015/16	0	0	0	722	722	0	0	0	722	722	0	0	
<b>Sub Total - F&amp;R Self Financing Projects</b>		<b>0</b>	<b>150</b>	<b>722</b>	<b>722</b>	<b>1,594</b>	<b>0</b>	<b>130</b>	<b>722</b>	<b>722</b>	<b>1,574</b>	<b>(20)</b>	<b>(20)</b>	
11047000	Equipment for New Fire Appliances 2012/13	0	80	0	0	80	0	80	0	0	80	0	0	
11048000	Equipment for New Fire Appliances 2013/14	0	120	0	0	120	0	120	0	0	120	0	0	
11153000	Equipment for new Fire Appliances 2014/15	0	0	120	0	120	0	0	120	0	120	0	0	
11229000	New Fire & Rescue Centre Leamington Spa	0	1,913	4,782	5,260	11,955	0	220	6,475	5,260	11,955	(1,692)	0	
<b>Sub Total - Projects Funded from Corporate Resources</b>		<b>0</b>	<b>2,113</b>	<b>4,902</b>	<b>5,260</b>	<b>12,275</b>	<b>0</b>	<b>420</b>	<b>6,595</b>	<b>5,260</b>	<b>12,275</b>	<b>(1,692)</b>	<b>0</b>	
11088000	Integrated Communications Control System - Funded From Fire Capital Grant	127	98	0	0	225	127	98	0	0	225	0	0	
10933000	Fire Control Call Handling & Mobilising Systems - Funded from Corporate Resources	112	73	0	0	185	112	73	0	0	185	0	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	511	873	30	0	1,414	511	679	28	0	1,218	(194)	(196)	There has been a review and re-categorisation of forecast expenditure from capital to revenue.
<b>Sub Total - Fire Control Project</b>		<b>750</b>	<b>1,043</b>	<b>30</b>	<b>0</b>	<b>1,823</b>	<b>750</b>	<b>849</b>	<b>28</b>	<b>0</b>	<b>1,627</b>	<b>(194)</b>	<b>(196)</b>	
<b>Grand Total</b>		<b>2,249</b>	<b>3,699</b>	<b>5,654</b>	<b>5,982</b>	<b>17,585</b>	<b>2,249</b>	<b>1,793</b>	<b>7,345</b>	<b>5,982</b>	<b>17,369</b>	<b>(1,906)</b>	<b>(216)</b>	

## Performance Information: Quarter 3 April - December 2013

F&R: All Measures								
Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/12/2013	Year End Alert	Period Target 31/12/2013	Period Actual 31/12/2013	Period Alert	Comments
% of HFSCs delivered to vulnerable persons	86.42	80	90	★	80	91.25	★	
Total number of preventable fire related deaths	1	0	0	★	0	0	★	
Total number of preventable fire related injuries	10	9	18	▲	7	16	▲	<b>• Supporting information</b> The levels of fire related injuries reported at quarter 3 are low although they are higher than at the same time the previous year. The Service works hard to identify vulnerable people in our communities and we target our fire prevention activity accordingly with 90% of our HFSC's being delivered to such groups. As emerging trends become apparent we adapt our initiatives to address the issues.
No.of primary fires	666	666	640	★	531	483	★	
No. of accidental dwelling fires	158	158	155	★	120	114	★	
Total number of small fires	541	541	660	▲	410	525	▲	<b>• Supporting information</b> At the beginning of the year there was a rise in the number of small fires, those not involving any type of property or vehicle. Specifically the rise in this type of fire is in the arson related small fires. Periods of dry, hot weather, as was experienced at the beginning of this year, often contributes to increased small fire setting and anti social behaviour. The Arson Reduction Team proactively monitor levels of activity across the County and work in partnership with other agencies to address emerging issues. During the second and third quarters levels of small fires reduced significantly and the performance to date although not forecast to meet year end target will be much closer.
Total number of deliberate fires	489	488	545	▲	404	433	●	<b>• Supporting information</b> Arson activity is continually monitored by the Arson Reduction Team based at the Nuneaton Justice Centre. The increase in deliberate fires rise is due to the number of deliberate small fires where no property is involved. Historically when there is a period of dry, hot weather, as was experienced at the beginning of the year, there is an increase in deliberate small fire setting. The majority of fires occur in the hotspot locations in the Nuneaton and Bedworth area. The team are proactive in addressing emerging trends and use a number of initiatives to minimise the number of fires of this type. The Small Fires Unit is deployed to hotspot areas in an attempt to engage with young people who may start deliberate fires. The B.I.K.E ( Bicycle, Intervention, Knowledge, and Education) team use their bikes to get to some of the harder to reach areas that the small fires unit can't reach to minimise incidents.
Total number of fires in non domestic premises	103	103	95	★	83	64	★	
% achievement of 10 and 20 minute response standards	95.16	95.16	96	★	94.8	96	★	
Number of RIDDOR reportable accidents	27	9	6	★	8	4	★	
Number of personal injuries	49	49	37	★	37	35	★	<b>• Supporting information</b> We are currently on target for a reduction in the number of personal injuries for year end. The 35 adverse events reported so far this year include the 19 incidents which were reported as part as part of the Water Awareness Training. It goes without saying that without these the reduction would be far greater. Again the actual number at year end will depend on type of and number of incidents and also weather conditions eg increased number of slips, trips and falls.
Economic cost of fire (average cost of fire x total number of fires)	11324256	11324256	11324000	★	8976313	8657382	★	

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

Business Unit	Risk Title	Risk Owner	Net Risk Level	Comments / Further actions being taken
Fire and Rescue	Industrial action by operational firefighters, service control staff or support staff.	Jim Onions (Assistant Chief Fire Officer)	12 (R)	Implement the actions of the review operational debrief regarding the first 4 hour period of industrial action including, improving communications, scheduling resource availability etc.

**Other Services - Virginia Rennie**  
**Strategic Director - David Carter**

**2013/14 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Funding and Business Rates	(184,428)	0	(184,428)	(185,696)	(1,268)	Relates to receipt of additional one-off grants from Central Government: - to offset changes in Council Tax benefit (£376,000) - NHS Grant (£854,000) - Adoption Grant (£213,000) All of this funding, with the exception of the £376,000 is offset by increased spending elsewhere across the Authority and is therefore not available for allocation.
Dedicated Schools Grant and other school funding	(266,939)	916	(266,023)	(266,023)	0	
Individual Schools Budget (ISB)	208,028	(916)	207,112	207,112	0	
Capacity Building Fund	615	0	615	615	0	
Provision for Pay and Conditions	1,931	(335)	1,596	50	(1,546)	This reflects a planned underspending to be used as a contribution to redundancy costs.
Capital Financing	39,785	(970)	38,815	37,566	(1,249)	A reflection of a reduction in the servicing costs of a smaller Capital Programme, the effects of slippage in the 2012-13 Capital Programme and the use of Reserves / Revenue funding to repay debt earlier.
Revenue contribution to Capital Financing	8,151	0	8,151	8,151	0	Revenue contributions from 2012-13 underspend as agreed by Cabinet in July.
Interest on Revenue Balances	(1,808)	0	(1,808)	(1,060)	748	Cash performance on external & internal deposits has fallen as rates being offered reduce further.
Corporate Board	1,199	198	1,397	1,224	(173)	This resultant net underspending of £173k is made up of a minor Corporate Board overspend of £25k, plus a budget adjustment of £198k for the early repayment of self financing debt - the underspend of which will go straight to Resources Group General Reserves with the Corporate Board £25k overspend going to General Reserves.
County Coroner	385	0	385	385	0	
Environment Agency (Flood Defence Levy)	223	0	223	223	0	
External Audit Fees	385	0	385	206	(179)	The audit fee is lower following the abolition of the Audit Commission, with a greater emphasis on charging for any additional work they undertake. The smooth audit of the 2012/13 accounts means these charges were lower than anticipated this year.
County Council Elections	424	0	424	705	281	£576,000 has already been advanced to the districts/borough as 75% of their estimated costs. £110,000 has now been paid to settle 4 out of the 5 final claims now received plus £6,000 for a By-election, leaving just one estimate of £13,000 to be paid. The accumulated elections reserve has already been used and is shown as part of the budget of £424,000. Therefore the forecast £281,000 overspend will be a call on General Reserves at the year end.

S Other Services

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Members Allowances and Expenses	1,036	0	1,036	875	(161)	Forecast to be reviewed once the impact of the revised Members Allowance scheme, as agreed by September Council is clearer.
Other Administrative Expenses & Income	402	0	402	402	0	
Reorganisation Pensions	64	0	64	63	(1)	
Subscriptions	233	0	233	148	(85)	
<b>Net Service Spending</b>	<b>(190,314)</b>	<b>(1,107)</b>	<b>(191,421)</b>	<b>(195,054)</b>	<b>(3,633)</b>	

2013/14 Reserves Position

Reserve	Opening Balance 01.04.13 £'000	Movement in year £'000	Effect of outturn £'000	Closing Balance 31.03.14 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
General Reserves	18,832	(2,754)	3,256	19,334	0	
Medium Term Contingency	13,315	0	0	13,315	0	
Service Realignment Fund	8,840	7	0	8,847	0	
Capital Fund	387	0	0	387	0	
Quadrennial elections	312	(312)	0	0	0	
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)	0	839	0	
Equal Pay Back Pay Account	1,688	0	0	1,688	0	
NHS Grant	2,218	(2,218)	0	0	0	
External Audit	232	0	179	411	0	
Insurance Fund	8,015	0	0	8,015	0	
Community Infrastructure Levy	301	0	0	301	0	
Resources Group General Reserves	1,264	(133)	198	1,329	0	
Resources Group Transformation Fund Reserve	1,487	(633)	0	854	0	
<b>Total</b>	<b>57,839</b>	<b>(6,152)</b>	<b>3,633</b>	<b>55,320</b>	<b>0</b>	






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

**1. Background**

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

- 1.5. For 2013/14, and consistent with 2012/13, progress against all measures and targets is presented against the use of Red / Amber / Green performance alerts. 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 2013.	
	Performance has improved relative to targets set
	Performance has remained static relative to targets set
	Performance has declined relative to targets set

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

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

## 2. Overall Performance Summary for Quarter 3 (April 2013 – December 2013)

	Qtr. 1	Mid-Year	Qtr. 3	Year End
<b>Red</b>	6	6	7	
<b>Amber</b>	4	4	3	
<b>Green</b>	23	20	25	
<b>Subtotal</b>	<b>33</b>	<b>30</b>	<b>35</b>	
<b>Not Yet Available (NYA)</b>	<b>18</b>	<b>21</b>	<b>16</b>	
<b>Not collected this year/ not applicable</b>	<b>3</b>	<b>3</b>	<b>3</b>	
<b>Grand Total</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>54</b>


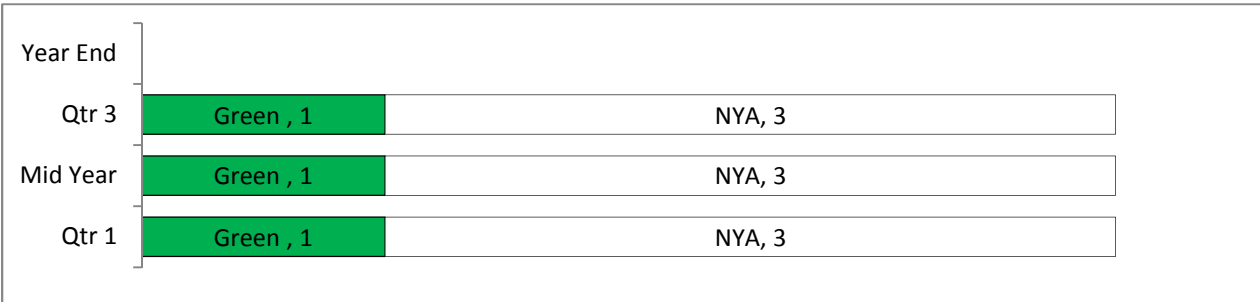
Overall, at the end of Quarter 3, we are able to report on 65% of performance measures (35 out of 54) within the Corporate Business Plan which apply in 2013/14.


We are unable to report progress against 19 measures. This includes 16 measures where the data is not currently available and 3 staff survey measures that we are unable to report against this year, as the survey is not taking place.

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


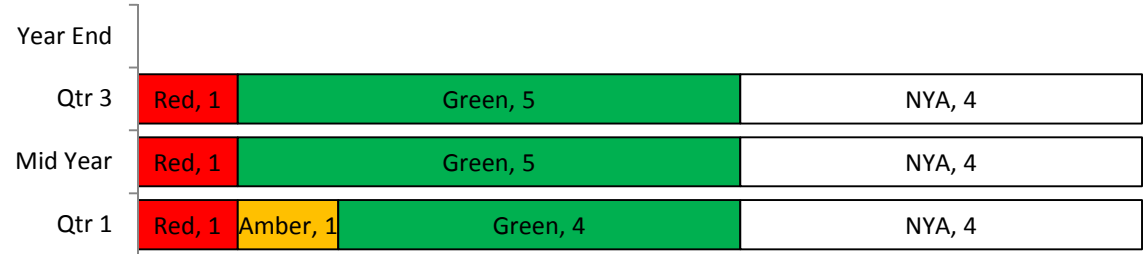
	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
<b>Red</b>	0	2	1	0	2	1	1	7
<b>Amber</b>	0	2	0	0	1	0	0	3
<b>Green</b>	1	7	5	4	0	4	4	25
<b>Subtotal</b>	<b>1</b>	<b>11</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>35</b>
<b>NYA</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>16</b>
<b>Not collected this year/ not applicable</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Grand Total</b>	<b>4</b>	<b>13</b>	<b>10</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>11</b>	<b>54</b>


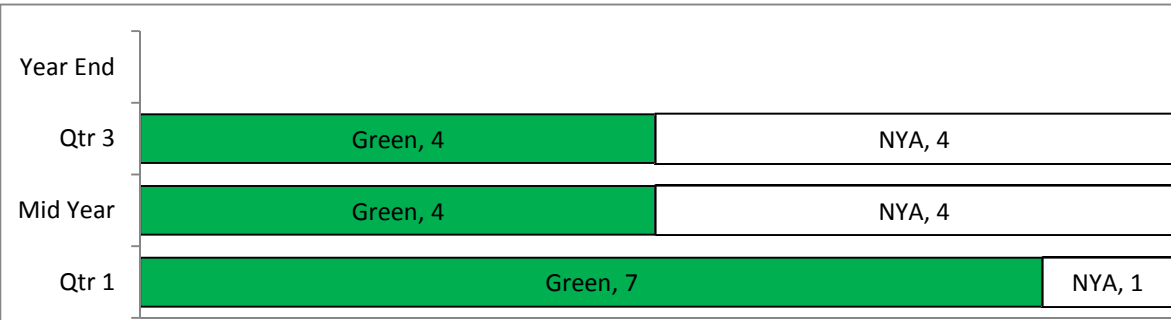
### 3. Highlights by Ambition

1. Community & Customers				Direction of Travel 		
<b>Outcomes:</b> <ul style="list-style-type: none"><li>• Work with partners to enhance Community engagement so as to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police</li><li>• Enable Communities to help themselves</li><li>• Encourage volunteering across the County and</li><li>• Improve resident satisfaction with services and their role in shaping services</li></ul>						
				<b>Data Notes</b>		
	<b>2012/13 Actual</b>	<b>Target 2013/14</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
% of people who feel they can influence decisions in their local area	Due to be collected in 2013/14	33.7%	Annual indicators - question included in the 'Living in Warwickshire' survey. Results reported in Q4.			
% satisfaction with local area as a place to live.		62.89%				
% satisfaction level with the quality of services received	62% (G)	86.7%	Annual indicator – question will be included in a commissioned perception survey			
<b>Warwickshire's Contribution to Rural Broadband Development:-</b>						
Implementation of first phase of Broadband Extension as defined in the procurement plan	New Measures	Yes	Yes (G)	Yes (G)	Yes (G)	
<b>Commentary and Key Actions Taken</b>						

2: Safety & Protection				Direction of Travel 			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Reduce further the number of people killed or seriously injured on Warwickshire's roads</li><li>Proactively maintain the highways network to a safe standard, working with partners to do so</li><li>Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions</li><li>Focus on tackling high harm causers and re-offenders</li></ul>		<ul style="list-style-type: none"><li>Work with Police to reduce levels of violent crime, especially domestic violence</li><li>Reduce the damaging effects on families and communities caused by drugs misuse</li><li>Work in partnership to reduce the significant consequences of the misuse of alcohol</li><li>Work with partners to reduce instances of anti-social behaviour</li><li>Reduce fire related deaths and injuries as well as reducing the economic cost of fire</li></ul>					
<div><div>Year End</div><div>Qtr 3</div><div>Mid Year</div><div>Qtr 1</div></div> <div><div><div>Red, 2</div><div>Amber, 2</div><div>Green, 7</div><div>NYA, 2</div></div><div><div>Red, 3</div><div>Amber, 3</div><div>Green, 5</div><div>NYA, 2</div></div><div><div>Red, 3</div><div>Amber, 2</div><div>Green, 6</div><div>NYA, 2</div></div></div>				<b>Data Notes</b> <ol style="list-style-type: none"><li>The annual forecast is based on provisional figures for the period January to September 2013</li><li>Q3 actual data due in February</li><li>Based on Q3 actual</li><li>Annual survey – results available in May 2014</li></ol>			
Measures		2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of people killed or seriously injured on our roads (see data note 1)		299 (A)	288	288 (G)	287 (G)	282 (G)	
Number of children who are subject of a child protection plan (see data note 3)		49 (A)	46 per 10k	48 (A)	52 (R)	50 (A)	
Children who are both looked after and subject of a child protection plan (see data note 3)		65 (R)	48	55 (R)	56 (R)	55 (R)	
Alcohol related admissions for under 18s (rate/100,000)		58.32 (G)	60	NYA	NYA	NYA	
Number of repeat safeguarding referrals		13 (G)	11.9	11 (G)	11.9 (G)	11.9 (G)	
% of people who use services that feel safe is in top quartile of comparator group (see data note 4)		No (R)	Remain in top quartile	NYA	NYA	NYA	
Incidents of serious acquisitive crime per 1,000 population		11.05 (G)	11.04	10.9 (G)	10.84 (G)	10.77 (G)	
Adult drug users exiting treatment successfully (see data note 2)		10.1 (R)	10	10 (G)	11 (G)	11 (G)	
Incidents of all anti-social behaviour		20,164 (G)	20,163	19,473 (G)	20,371 (A)	20,029 (G)	
Incidents of serious violent crime per 1,000 population		4.77 (G)	4.76	5.35 (R)	4.94 (A)	4.81 (A)	
No. of fire related deaths which were preventable per 100,000 pop.		0 (G)	0	0 (G)	0 (G)	0(G)	
No. of fire related injuries per 100,000 population		11 (G)	10	20 (R)	18 (R)	18 (R)	

Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
The economic cost of fire for Warwickshire	£11,324,256 (G)	£11,324,255	£11,437,497 (A)	£12,200,000 (A)	£11,324,000 (G)	
<b>Commentary and Key Actions Taken</b>						
<p><b>Reducing the instances and impact of crime</b></p> <p>Community safety performance is monitored frequently at a local level by Community Safety Partnerships (CSPs). Emerging trends are identified and appropriate actions taken to tackle these. Nuneaton and Bedworth continues to see the highest levels of crime in the county, and responsible authorities on the CSP (including WCC) have recently developed a detailed action plan to tackle areas of off target performance.</p> <p>The Community Safety and Substance Misuse Team continue to work with partners around the county to reduce the negative impact of crime on the community. Recent activity includes the provision of advice about staying safe and safe drinking to people out in Nuneaton, Leamington and Stratford on Saturday nights and a 'Who's coming for Christmas' campaign in Rugby designed to raise awareness of steps that can be taken to reduce the risk of becoming a victim of burglary. Crime prevention roadshows are delivered in response to spikes in crime and the innovative "Dob 'em in" project to tackle nuisance motorcycles continues in the north of the county.</p> <p>Violence is the only priority crime type that is currently forecast to finish the year above target (albeit by only 0.1%). An in-depth piece of analysis into this issue will be undertaken by the Observatory in January. In addition, the Police are undertaking analysis of violent crime in non-town centre locations. Together, this analysis should enable partners to gain a better understanding of the current picture around violent crime and actions required to tackle this.</p> <p>Performance of commissioned drug and alcohol treatment services is monitored closely by commissioners and the proportion of adult users successfully exiting treatment continues to improve gradually.</p> <p><b>Number of children who are subject of a child protection plan</b></p> <p>High numbers of child protection cases can be undesirable as they indicate a high level of abuse and neglect - however they could also be a positive reflection on good identification and assessment processes. Therefore while we are looking for an overall decrease in this rate, this needs to be done in a safe way so that if children do need to have a child protection plan, they are identified as such. While the period actual for Q3 is higher than our year-end target we forecast making progress in lowering our numbers safely as our evidence-based projects take effect.</p> <p><b>Children who are both looked after and subject of a child protection plan</b></p> <p>This indicator is showing as "red", and we only saw a minor decrease in numbers from 56 to 55 during the course of Q3. This is still lower than the 65 cases reported at the end of Q4 in 2012/13. There are continuing high numbers of child protection and looked after cases across Warwickshire but these need to be lowered safely as part of our evidence-based projects.</p> <p><b>No. of fire related injuries per 100,000 population</b></p> <p>The levels of fire related injuries reported at Q3 are low although they are higher than at the same time the previous year. The Service works hard to identify vulnerable people in our communities and we target our fire prevention activity accordingly with 90% of our HFSCs being delivered to such groups. As emerging trends become apparent we adapt our initiatives to address the issues.</p>						

3: Care & Independence				Direction of Travel 			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Fulfil our duty of care to older and vulnerable people</li><li>Ensure that all those eligible are offered an adult care personal budget</li><li>Increase the scope of re-ablement services</li><li>Working with partners to improve number of older people living independently in their own homes</li></ul>		<ul style="list-style-type: none"><li>Embrace the Public Health Service within our responsibilities to improve the health of the County's population</li><li>The successful transfer of the Public Health Service to the Local Authority</li><li>Embed the principles of early intervention so that children, young people, parents &amp; carers have the support they need, when they need it.</li></ul>					
 <p>Year End</p> <p>Qtr 3 Red, 1 Green, 5 NYA, 4</p> <p>Mid Year Red, 1 Green, 5 NYA, 4</p> <p>Qtr 1 Red, 1 Amber, 1 Green, 4 NYA, 4</p>				<b>Data Notes</b> <ol style="list-style-type: none"><li>Annual survey due to be conducted in February. Results available in May 2014</li><li>Results available in Q4</li></ol>			
Measures		2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
The proportion of those using social care who have control over their daily life (see data note 1)		71.6% (A)	75%	NYA	NYA	NYA	
The proportion of people who use services & carers who find it easy to find information about support (see data note 1)		66.1% (R)	56%	NYA	NYA	NYA	
% of older people (65+) who are still at home after 91 days following discharge from hospital (see data note 2)		82.2 (G)	87%	NYA	NYA	NYA	
Delayed transfers of care between social care and health per 100,000 population		13.1 (A)	11	11 (G)	10 (G)	9.5 (G)	
Admissions to residential care homes per 100,000 population		712.9 (R)	530	700 (R)	714.5 (R)	714.5 (R)	
% of people using social care who receive self-directed support		70.7% (G)	65	72 (G)	72 (G)	75 (G)	
% of customers not needing on-going social care 91 days after leaving Reablement		62% (A)	63	62 (A)	65 (G)	65 (G)	
% of Reablement customers where one or more agreed outcomes are fully met		81% (G)	85	NYA	NYA	NYA	
% Delivery of the County Council's new & continuing duties to improve public health		Not applicable until 2013/14	100%	100% (G)	100% (G)	100% (G)	
% of WCC services committing to deliver the public health agenda through their service priorities where able to do so			100%	100% (G)	100% (G)	100% (G)	
<b>Commentary and Key Actions Taken</b>							

4: Enterprise, Transport & Tourism					Direction of Travel 			
<b>Outcomes:</b> <ul style="list-style-type: none"><li>Support economic growth by improving Warwickshire's reputation as a good place to do business</li><li>Improve transport options within Warwickshire</li><li>Increase opportunities for people to improve their work related skills</li></ul>			<ul style="list-style-type: none"><li>Make Warwickshire a place of destination for tourists and visitors and</li><li>Work to reduce harm on Warwickshire's businesses caused by any future approval of High Speed 2.</li></ul>					
			<b>Data Notes</b> <ol style="list-style-type: none"><li>The Office of National Statistics have re-released 2012/13 actuals. No further updates to be provided this year.</li><li>Awaiting actual data from Coventry &amp; Warwickshire Chamber of Commerce survey.</li><li>This is an annual indicator and will be reported in April 2014</li></ol>					
								
<b>Measures</b>			<b>2012/13 Actual</b>	<b>Target 2013/14</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
The number of individuals undertaking Apprenticeships in the sub-region (LEP)			8,490 (G)	6,200	6,450 (G)	6,450 (G)	6,450 (G)	
The number of individuals undertaking Apprenticeships in Warwickshire			3,800 (G)	3,400	3,800 (G)	3,800 (G)	3,800 (G)	
The number employed in key target growth sectors of the sub regional economy (LEP) (see data note 1)			140,410 (A)	150,000	150,000 (G)	NYA	NYA	
The number employed in key target growth sectors of the Warwickshire economy (see data note 1)			95,395 (A)	100,000	100,000 (G)	NYA	NYA	
% Businesses reporting skills shortages (LEP) (see data note 2)			NYA	31%	31% (G)	NYA	NYA	
WCC cost per passenger journey on WCC supported services			£0.76 (G)	0.75	0.75 (G)	0.75 (G)	0.75 (G)	
Length of highway network where surface treatment was achieved (kms)			210.7 kms (R)	250	250 (G)	250 (G)	257 (G)	
Length of highway network where maintenance is needed (see data note 3)			TBC	No target set	NYA	NYA	NYA	
<b>Commentary and Key Actions Taken</b>								
<b>Apprenticeships</b> 2012/13 targets have been achieved for the number of people undertaking apprenticeships in both Warwickshire and the sub-region. 2013/14 data will be available in April 2014.								



The Hub provides an interface between employers, training providers and the National Apprenticeship Service to encourage and support more small businesses to take on apprentices. To date, the Hub has actively worked with 118 businesses who have expressed an interest in taking on an apprentice. The Hub has supported Warwickshire businesses in recruiting 15 Apprentices with another 11 planned to start. In addition the Hub has supported WCC Schools and Nurseries, either directly or through the website, the Schools post site and mailings to recruit 29 Apprentices. The Apprenticeship Hub also manages the internal project to support the County Council proving apprenticeship placements. To date we have 24 apprenticeships in the Council with live vacancies being advertised.

### **A thriving business community in Warwickshire**

This quarter a number of positive economic developments include;

- The Inward Investment team jointly with the City exhibited at the Advanced Manufacturing Show in November which was funded by the CWLEP. It gave the team an opportunity to network with companies across the board from BMW, Jaguar, Land Rover, to Penso, Automotive Insulations and the support agencies such as MIRA and Warwick Manufacturing Group (WMG). The team received several property and funding leads for companies looking to relocate or invest further in Coventry and Warwickshire.
- There has also been good inward investment activity in the gaming sector, with a UK Studio opening a satellite office in Leamington “Silicon” Spa; the inward investment team are also working with UK Trade & Investment on a major Foreign Direct Investment enquiry to relocate a UK headquarters to the area.

5: Environment & Housing					Direction of Travel		
<b>Outcomes:</b> <ul style="list-style-type: none"><li>• Work with Borough &amp; District Councils to improve recycling rates, reduce the amount of waste sent to landfill and keep public spaces clean and well maintained</li><li>• Maintain our natural environment and relevant heritage for future generations</li><li>• Reduce Co2 emissions in the public sector and support the community to tackle climate change</li><li>• Support the provision of affordable homes and development of ‘extra care’ housing.</li></ul>							
<div><div>Year End</div><div>Qtr 3</div><div>Mid Year</div><div>Qtr 1</div></div> <div><div>Red, 2</div><div>Amber, 1</div><div>Red, 2</div><div>Amber, 1</div><div>Red, 2</div><div>NYA, 1</div></div>					<b>Data Notes</b> <div>1. Q3 data is currently being validated by the Environment Agency, so year end forecasts are based on estimates.</div>		
Measures		2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
Kg of residual household waste per household (see data note 1)		500.36kg (A)	473kg	NYA	509 (A)	498.39 (A)	
The % CO <sup>2</sup> reductions delivered through Corporate Projects		32% (G)	2.5% reduction	10% increase (R)	13% increase (R)	13% increase (R)	
The number of extra care housing units available for use by customers eligible for use by customers eligible for WCC Adult Social Care		119 (R)	396	170 (R)	170 (R)	170 (R)	
Commentary and Key Actions Taken							
<b>Household Waste</b> <p>We are presently forecasting an increase in residual waste based on data up to November 2013. However, North Warwickshire BC introduced alternate weekly collections in October, so we should see residual waste per household across Warwickshire decrease by the end of the financial year. On a further positive note, our green waste is down on last year’s figures, giving us an overall reduction in total waste estimated to be 1.6% when compared to 2012/13.</p>							

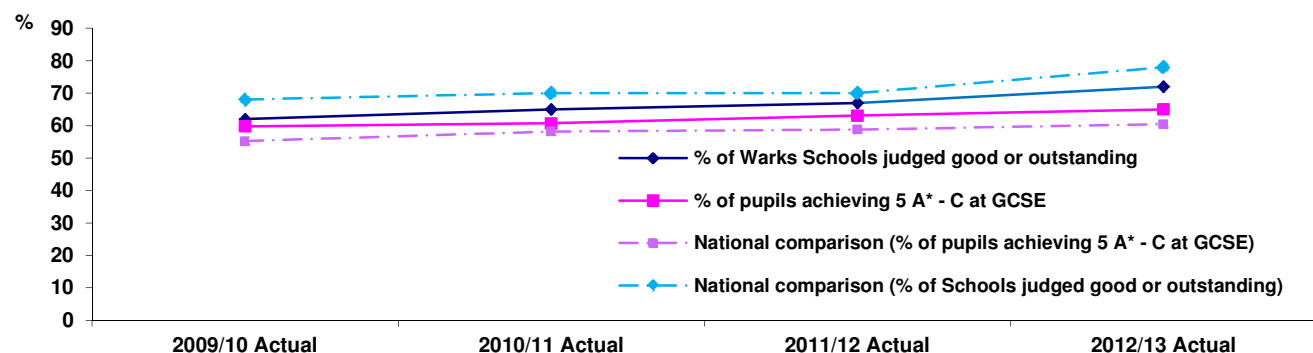
### **% CO<sup>2</sup> reductions delivered through Corporate Projects**

In 10/11 and 11/12 WCC was able to report on a total of only 93% of its total carbon dioxide emissions from electricity, gas and heating oil consumption. WCC could exclude some 'residual carbon dioxide emissions'. In 12/13 the CRC rules changed and WCC had to report on 100% of its total carbon dioxide emissions from electricity and gas consumption. This resulted in having to report on an extra 8% of property by floor area. The winter of 12/13 was the second worst winter in 20 years.

The Degree Days (a measure of the amount of heating required in a building) was 2,031 in 11/12 and increased 23% to 2,640 in 12/13. This indicates that an increase of approximately 23% in energy consumption for heating requirements can be expected. Actual gas consumption increased by 24%. Actual electricity consumption rose by 1% - some electricity will have been used for heating purposes. Since 2009 / 10 schools carbon dioxide emissions have risen by an average of 7%. Since 2009 / 10 corporate carbon dioxide emissions have dropped by an average of 10%. Schools are responsible for 79% of total carbon dioxide emissions. Corporate buildings are responsible for 21% of total carbon dioxide emissions. Total reported CRC emissions as presently recorded in the CRC Registry are: 2010-11 CRC Emissions: 55,541 tCO<sub>2</sub> (including street lighting); 41,472 tonnes in 10/11 (when street lighting carbon dioxide emissions are excluded). 2011-12 CRC Emissions: 37,978 tCO<sub>2</sub>; 2012-13 CRC Emissions: 43,030 tCO<sub>2</sub>. The 43,030 tonnes CO<sub>2</sub> for 12/13 is a 13% increase on the 37,978 tonnes CO<sub>2</sub> reported in July 2012; 4% higher than 10/11. Further details about which buildings have seen the largest increase in energy consumption can be found in the Annual Building Energy Consumption Review which is produced at the end of December each year.

<b>6: Schools &amp; Education</b>	<b>Direction of Travel</b> 
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- Outcomes:**
- Support schools and colleges to improve their performance and challenge poor performance and
  - Raise the educational aspirations of children and young people and families

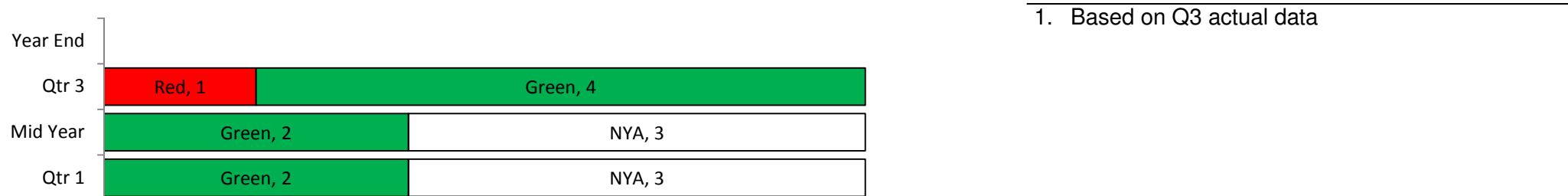


**Data Notes**  
1. 2012/13 figure based on provisional data

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

Measures (Academic Year September – August)	2009/10 Academic Yr	2010/11 Academic Yr	2011/12 Target	2011/12 Academic Yr	2012/13 Target	2012/13 Academic Yr
% of Warwickshire schools judged good or outstanding by Ofsted	62%	65%	66%	67% (G)	68%	72% (G)
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent (see data note 1)	59.8%	60.7%	65%	63.1% (A)	65%	65% (G)


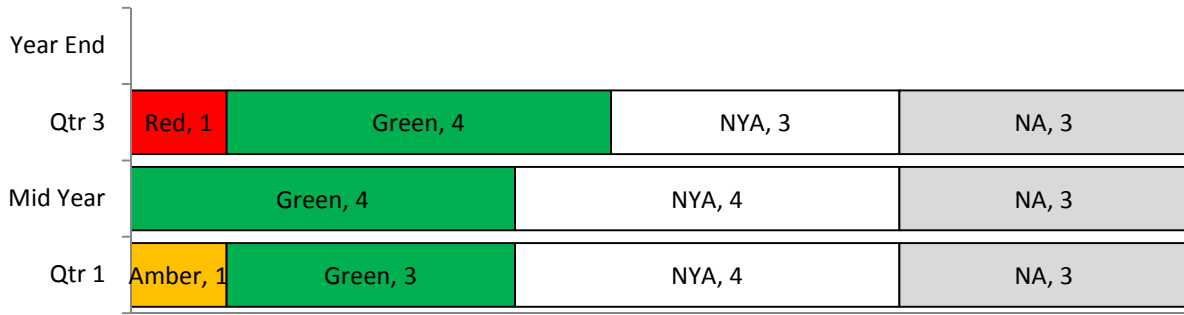
<b>Financial Year 2013/14</b>	<b>Data Notes</b>
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1. Based on Q3 actual data

Measures (Financial Year April 2013 – December 2013)	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of 16-18 year olds who are not in education, employment or training (NEET) (see data note 1)	3.6% (G)	3%	NYA	NYA	3.6 (R)	

Prevalence of breast feeding at 6 – 8 weeks from birth	44.02% (A)	50%	50% (G)	50% (G)	50% (G)	
% of children in year 6 who are obese	17.38% (R)	17%	17% (G)	17% (G)	17% (G)	
<b>Commentary and Key Actions Taken</b>						
<p><b>Prevalence of breast feeding at 6 – 8 weeks from birth</b>  There will be a refresh of Q2 breastfeeding data – babies requiring a 6-8 week check are not always seen before the given quarter end date and therefore numbers submitted for each quarter require a refresh once all babies have reached 6-8 weeks in age and breastfeeding status can be recorded. Action to reduce breastfeeding drop off rates from mother's hospital discharge to home who have attended the George Eliot hospital commences during January 2014.</p> <p><b>% of children in year 6 who are obese</b>  Year 6 obesity prevalence data for 12/13 is lower than year 11/12</p>						


7: Organisation					Direction of Travel					
<b>Outcomes:</b> <ul style="list-style-type: none"><li>a. Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision</li><li>b. Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need</li></ul>				<ul style="list-style-type: none"><li>c. Ensure WCC continues to be recognised as a good employer</li><li>d. Focus and rationalise local council services through One Front Door project and property rationalisation and</li><li>e. Ensure a light touch management structure that encourages innovations and acts with pace</li></ul>						
					<b>Data Notes</b>					
<b>Measures</b>					<b>2012/13 Actual</b>	<b>2013/14 Target</b>	<b>Qtr. 1</b>	<b>Mid-Year</b>	<b>Qtr. 3</b>	<b>Year End</b>
% Increase in satisfaction with service provision					NYA	5	NYA	5 (G)	8 (G)	
Number of Service Reviews delivering full business case to schedule					7 (R)	12	12 (G)	12 (G)	15 (G)	
Complete the JSNA refresh to support commissioning decisions					Yes (G)	Yes	NYA	NYA	NYA	
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire					Yes (G)	Yes	NYA	NYA	NYA	
The annual governance is accepted without qualification by the Council's external auditors					Yes (G)	Yes	Yes (G)	Yes (G)	Yes (G)	
Net variation to budget					5.1%	+/- 1%	-0.3%	NYA	2 (R)	
% of our retained operational property portfolio having optimum utilisation					90% (G)	95%	91%	95 (G)	95 (G)	
% of staff who are flexible workers					NYA		NYA	NYA	NYA	
% satisfaction that the Council is a good employer					73.0% (A)	77.5%	These indicators are taken from the staff survey, which is not taking place in 2013/14.			
% of staff satisfied with the training & development they receive in their current job					66.6% (A)					
% of staff who believe the County Council is an equal opportunities employer					85.1% (A)					
<b>Commentary and Key Actions Taken</b>										
<b>Net variation to budget</b> <p>The organisation strives to maintain its actual spending within +/- 1% as this is one measure of the extent to which Members priorities as expressed in the budget are being realised. Variations are inevitable and these are reflected in the narratives from Heads of Service elsewhere in this report and need to be reviewed alongside performance. However, overall a forecast underspend indicated effective financial management is being maintained across the organisation as a whole, at a time of increasing financial pressure.</p>										



## Going for Growth Performance Reporting Quarter 3 2013/14

### Background


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

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

Measure	Target	Progress to Date	DoT
<p>Number of individuals undertaking apprenticeships within the County:</p> <ul style="list-style-type: none"> <li>With WCC (as internal employees)</li> <li>Outside WCC (with external employers)</li> </ul>	<ul style="list-style-type: none"> <li>40 Apprentices working within WCC</li> <li>Apprenticeship Hub to have worked with SME businesses to enable 100 additional Apprenticeship vacancies in Warwickshire</li> <li>2900 residents of Warwickshire starting an Apprenticeship programme in the year</li> </ul>	<p>WCC has so far recruited 23 Apprentices in 2013/14 and currently have an additional 8 vacancies currently being recruited.</p> <p>The Warwickshire County Council 'Get an Apprentice' Page has now had over 850 Unique Page views in the 8 months since 1st April – averaging around 106 per month. We have so far engaged directly with 118 businesses, 106 from Warwickshire from which 31 vacancies have either been recruited too or are currently advertised. We are unable to ascertain how many of the 897 views of the employer webpage have led to businesses recruiting.</p> <p>The second external page - <a href="http://Warwickshire.gov.uk/apprenticeships">Warwickshire.gov.uk/apprenticeships</a> –which gives more information around what it is to be an apprentice has had just over 3,700 unique views over the same time period.</p> <p>The data from the National Apprenticeship service for the academic year (August 2012-July 2013) is showing Apprenticeship starts are up for Warwickshire resident's (All age) year on year by 12.8% to 5163 against a statistical neighbour growth of just 2.5%, a regional growth of 3.8% and a national fall of -1.5%. Finalised year end data is released in February.</p>	

<p>Delivering Phase 1 of NUCKLE which will connect people with job opportunities throughout the north-south corridor including Nuneaton, Bedworth, Coventry and later Kenilworth, Leamington and Warwick</p>	<ul style="list-style-type: none"> <li>Design and build tender accepted January 2014</li> </ul>	<p>It is planned that NUCKLE 1 will now be delivered in two packages of works with the first (comprising the new stations at Bermuda Park and Arena together with platform lengthening at Bedworth) being completed by May 2015. The current capital funding allocation is sufficient to deliver this package.</p> <p>The second package (comprising a new bay platform at Coventry Station and an increase in service frequency to two trains per hour) is currently planned for December 2017 in line with the earliest availability of rolling stock to operate the additional services. However, the electrification of the route and improved services was announced by the DfT subsequent to the original NUCKLE 1 specification and Package 2 will need to be reassessed once the details are known.</p>	
<p>Securing improvements to M40 J12 to unlock up to 2600 jobs at Jaguar Land Rover and Aston Martin (for which planning permission has already been secured). Both companies have further growth aspirations. Since the development of the scheme, the area has been identified as a preferred site for SDC's Local Plan housing and employment which could result in a further 1900 and 18Ha of employment during the Plan period.</p>	<ul style="list-style-type: none"> <li>Secure land via an option agreement and submit a planning application both by mid-2013.</li> <li>Start construction of the WCC element by mid-2014 and complete construction by mid-2015. (We will urge HA to work to a similar timescale for their element.</li> </ul>	<p>The option agreement has been signed and notice has been served on the landowner. The planning application was submitted on 28th October 2013, however, due to recent developments in the requirement for street lighting, there will be a slight delay in the application going to regulatory committee and will now be determined on the 18th February 2014.</p> <p>This delay in the determination of the planning application should not impact on the overall programme, however there is now a new risk related to claiming the 2013-14 period RGF funding. WCC construction is scheduled to commence in August 2014 with the estimated duration of 12 months and the Highways Agency scheme at will commence in November 2014.</p>	



Deliver Superfast broadband as an aid to economic growth	<ul style="list-style-type: none"> <li>To deliver by March 2015 speeds greater than 24Mbps to at least 90% of homes and businesses in Warwickshire, with basic broadband services of at least 2Mbps available to 100% of properties.</li> </ul>	<ul style="list-style-type: none"> <li>The project is currently within budget and running in line with the plan</li> <li>The final version of the revised coverage model documentation was issued to CSW by BT at the end of October 2013 following BT's admittance of an error in the September 2013 revision. A summary of the changes are:               <ul style="list-style-type: none"> <li>An additional 4,176 premises were upgraded to Superfast with the additional funding of £750,000</li> <li>The subsidy was withdrawn from areas that we had been notified would be included in the commercial rollout by one of the telecoms companies</li> <li>The number of premises awaiting further funding was reduced to 26,043</li> </ul> </li> <li>The revised coverage model documentation was presented to the BDUK Assurance Board on 12th December 2013 and was approved subject to 3 queries which are presently being addressed by BT.</li> <li>Phase 1 cabinet survey work by BT Openreach is progressing and is expected to be complete by the end of January 2014.</li> <li>Phase 1 build work is expected to commence during February 2014.</li> <li>Agreement has been reached on the proposed location of an early cabinet stand and this is anticipated to be ready for service with an organised launch event by the end of February 2014 subject to build issues.</li> <li>Phase 2 cabinet information has now been released to CSW by BT and survey work is likely to commence mid Q4 2013/14</li> <li>Agreement has been reached between Warwickshire Highways and BT Openreach regarding the use of a standard 10 day works duration notice for the build of cabinets.</li> <li>The Department for Culture, Media &amp; Sport has nominated CSW Broadband as a European best practice project for CREATE, Connecting Rural Enterprise for A Transnational Economy.</li> <li>The scheme to allocate the £250m announced in the spending review is now being referred to by BDUK as the Superfast Broadband Extension Programme (SEP). The funds will be locally matched, used to extend superfast broadband provision from current coverage plans so that 95 per cent of UK premises will have access to superfast broadband by 2017. Details of how the funds will be allocated to projects and Local Authorities are still to be released by BDUK.</li> </ul>	
No of Looked After Children aged 16-19 involved in work based activities, employment, education and training,	<ul style="list-style-type: none"> <li></li> </ul>	<p>In December 2012, the CSWP reported that 94% of looked after children in Warwickshire progressed into positive destinations. In April 2013, 82% of our care leavers who remained in contact with us continued to be in education, employment or training.</p> <p>In September 2013, the Virtual School reported that 20% achieved 5 A*-C (inc English &amp;</p>	

<p>supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).</p>		<p>Maths); 23% achieved 5 A*-C; and 74% achieved some qualification (of this cohort 65% have SEN (registered or statement) and 14% are unaccompanied asylum seekers).</p> <p>The Get Ready for Adult Life Service (Leaving Care) Service has recently reviewed our Care2Work plan (copies are available upon request). We are proud of our achievements over the last year.</p> <p>We continue to implement the Care2Work Plan as outlined in quarter 2, and JobCentre Plus attended our county workshop to explain about the support they can provide our LAC and care leavers to achieve employment. I have met with NCAS who have endorsed our Care2Work plan and they feel that our plan is a comprehensive strategic approach. NCAS have offered to pursue opportunities locally with local employers. The GRfAL service is currently look at improving how we monitor outcomes for our care leavers in more detail, and planning more training workshops for staff about developing their employability skills.</p> <p>The Tiffin Club continues to raise funds to provide supplementary support for looked after children and care leavers. They continue to offer mentors for our young people and are planning to re-launch this scheme soon and developing employability opportunities.</p>	
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