Item 4

Cabinet

22 July 2014

Year End 2013/14 Organisational Health Report: Finance, Performance & Risk (April 2013 – March 2014)

Recommendations

It is recommended that Cabinet:

1) Review and comment on the 2013/14 performance against targets set (Appendix T).

2) Review and comment on the 2013/14 revenue and capital outturn position, and the year-end performance against the 2013/14 savings plan (Appendices A to S) and the level of reserves held by the authority (Appendix V).

3) Note the transfer of £2.000 million into corporate reserves.

4) Approve the use of £1.053 million of General Reserves to cover the unfinanced 2013/14 overspends in Safeguarding (£0.945 million) and Learning & Achievement (£0.108 million).

5) Approve the use of £14.959 million service savings to support plans for the delivery of services in 2014/15 as outlined in paragraph 7.6, including £1.020 million to repay borrowing.

6) Support the approach to the financing of the 2013/14 capital programme as detailed in paragraph 8.3.

7) Note the management of significant risks as outlined in Section 9.

1. Structure of the Report

1.1. This report provides Members with a picture of how the organisation has done in 2013/14 in terms of performance, financial management) and managing risks.

1.2. It covers five areas that are part of the overall assessment of the health of the organisation:

- Sections 2 to 4 – corporate and business unit performance
- Sections 5 to 8 – financial performance covering revenue, delivery of savings, reserves and capital
- Section 9 – risk

1.3. A breakdown by Business Unit and explanation of variations is shown in **Appendices A to S**. These appendices are available electronically on the committee administration system and a paper copy has also been placed in each of the Group rooms.

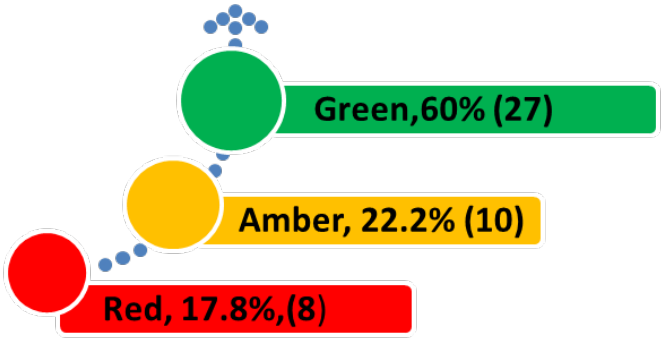
1.4. The report demonstrates that the health of the organisation remains strong. Performance is on an upward trend and the key risks to the achievement of our long term strategic ambitions/aims are being actively managed. Financially we made a surplus of £3.5 million in the year and invested £75.6 million in the maintenance and development of assets to support service delivery. Our long term debt outstanding continues to fall, decreasing by £2.5 million, to £383.5 million and our level of cash balances, at £152 million, remain healthy. Over the period of the 2011-14 Medium Term Financial Plan 93% of the planned savings were delivered with the remaining 7% on target for being completed this financial year. Overall these achievements place us in a good position to face the challenges that delivery of the 2014-18 One Organisation Plan will bring.

2. Performance – High Level Summary

2.1. This section summarises the full year performance results for the Corporate Business Plan for 2013/14.

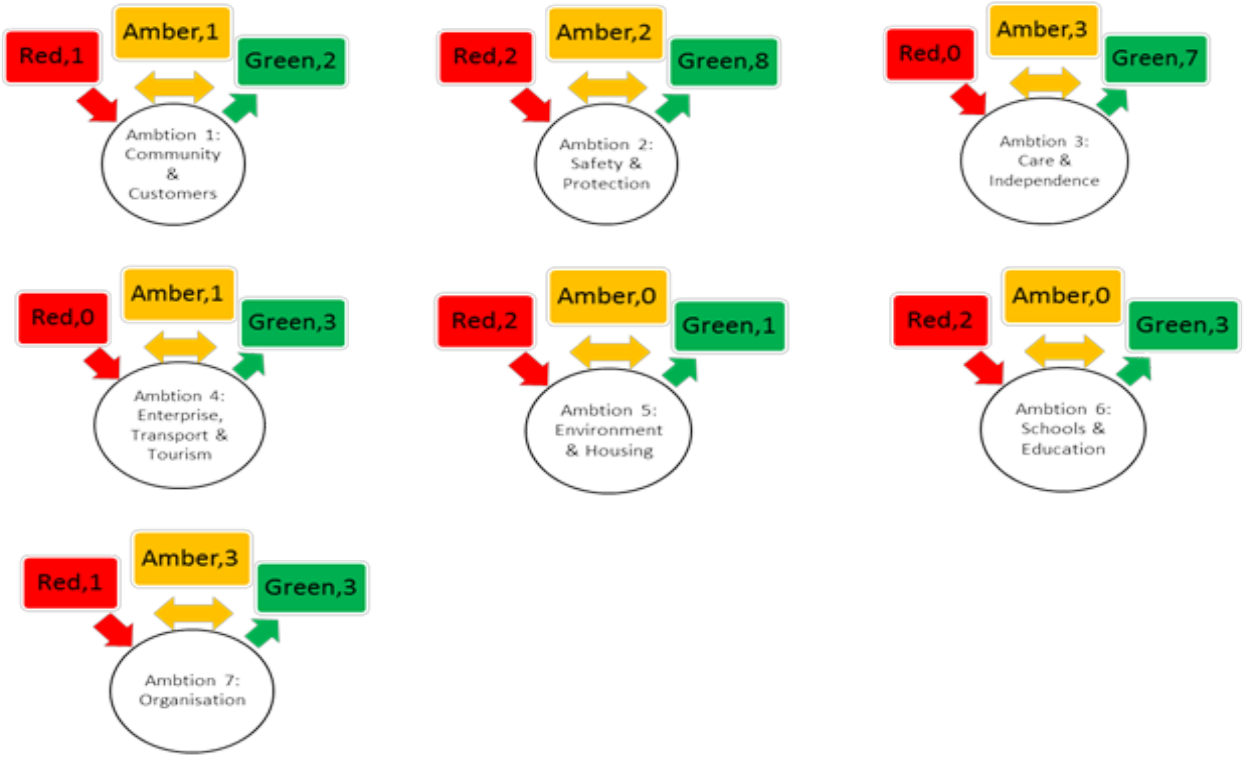
2.2. This will be the final time that performance is reported to Cabinet against individual measures. From 2014/15 we will be reporting progress against the delivery of the Outcomes as set out in the One Organisational Plan.

2.3. At the end of 2013/14, we are able to report progress against 45 Corporate Business Plan measures. Overall progress demonstrates an upward direction of travel with 60% of all targeted performance measures reporting that at the year-end they have been met or exceeded the targets set.



2.4. **Year End 2013/14 Performance Highlights**

The diagram below shows the year-end performance results for each Ambition in the Corporate Business Plan. Further details about individual measures are provided within Section 3 of **Appendix T**.



2.5. The 8 red measures that have missed their target by more than the tolerance set are:

- % satisfaction level with the quality of services received
- Number of fire related injuries per 100,000 population
- The economic cost of fire for Warwickshire
- The % CO2 reductions delivered through corporate projects
- The number of extra care housing units available for use by customers eligible for adult social care
- % of 16-18 year olds who are not in education, employment or training
- Prevalence of breast feeding at 6-8 weeks from birth
- Net variation to budget

Detailed commentary against these specific measures is set out within Appendix T.

2.6. We are unable to report year-end 2013/14 results for 8 measures in the Corporate Business Plan. For three of the measures we are awaiting the release of data that is collated at a national level, one derives from a sub-regional survey which was not undertaken in 2013/14 and one requires a structural change to our human resources system which was not identified as a top priority for 2013/14.

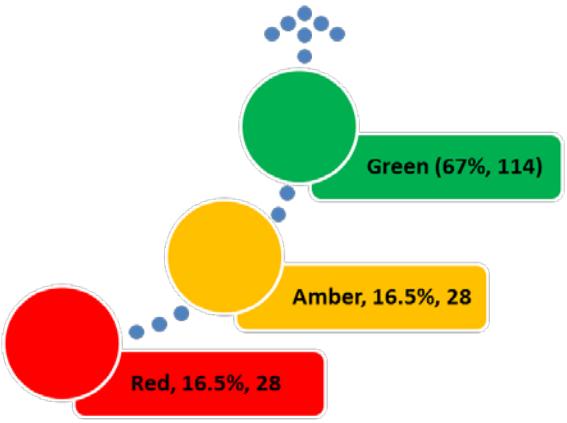
2.7. The remaining three would have been from the staff survey, which was not undertaken in 2013/14. A staff survey for 2014/15 is currently being carried out

and progress will be reported as part of the Organisational Health Outcomes in the One Organisational Plan Quarterly Progress Report 2014/15.

3. 2013 – 14 Business Unit Plan Performance Summary

3.1. Full details of the performance measures for each Business Unit is set out in Appendices A – R.

3.2. In summary, the overall direction of travel across each Business Unit for 2013/14 is upwards and the number of measures reporting red, amber and green is on a par with the overall figures for the Corporate Business Plan as summarised in paragraph 2.3.



3.3. Individual Business Unit results for 2013/14 are set out in the table below.

Business Unit	Red	Amber	Green	Total
Safeguarding	0	1	1	2
Social Care and Support	2	9	15	26
(previously Business Management, see Appendix D – Strategic Commissioning)				
Strategic Commissioning	1	0	17	18
Early Help and Targeted Support	2	0	3	5
Learning and Achievement	1	2	4	7
Customer Service	3	1	3	7
Finance	1	0	3	4
Human Resources	0	1	1	2
Information Assets	0	1	5	6
Law and Governance	0	0	3	3
Physical Assets	1	2	3	6
SICM	1	0	4	5
Economic Growth	5	3	9	17
Localities and Community Safety	2	3	24	29
Transport and Highways	1	4	3	8
Public Health	5	0	8	13
Fire and Rescue	3	1	8	12
Total	28 (16.5%)	28 (16.5%)	114 (67%)	170

4. Going for Growth

4.1. The Year End (April – March) 2013/14 Going for Growth Summary (**Appendix U**) provides Members with a detailed summary of progress against the delivery of our Going for Growth agenda and we are able to report that progress on delivering this agenda continued apace during 2013/14, with an upward direction of travel being reported across all key growth. Some of the highlights include:

- The number of people taking up an apprenticeship place has continued to increase with a year on year increase for Warwickshire of 12.8% against regional growth of 3.8% and a national fall of -1.5%.
- Funding has been approved for the delivery of phase 1 of NUCKLE and construction will start on building new stations at Bermuda Park and Coventry Arena and platform lengthening at Bedworth in the summer.
- Warwickshire is ahead of schedule in the installation and delivery of superfast broadband, with the first cabinet going live in Snitterfield school in April 2014.

5. Revenue Spending – 2013/14 Outturn

5.1. The total underspend for the year is £20.158 million. However, this figure includes government grants and schools spending which are, effectively, outside of our control. Therefore, in terms of assessing financial performance the underspend against controllable budgets is a better measure. The underspend against controllable budgets is £21.417 million, equivalent to a 4.5% underspend. This is summarised by Business Unit in Table 1, showing both the absolute and percentage variation to the agreed budget.

5.2. Although larger than previously forecast, the underspend reflects a culture of careful spending and advance planning for future spending reductions. This was embedded in the last Medium Term Financial Plan and flows into the 2014-18 One Organisation Plan. The overall underspend is helpful because we are not required to take additional short-term action to impose any further reductions. Moving forward there is a need to balance the delivery of the 2014-18 savings plan and staying within budget against the delivery of the organisation's priorities over the next four years.

Table 1: 2013/14 Revenue Spending by Business Unit						
	Budget after Q3 £m	Agreed Changes £m	Revised Budget £m	Outturn Spending £m	Over (Under) Spend £m	Variation %
Safeguarding	38.488	(0.194)	38.294	39.685	1.391	3.6%
Social Care and Support	104.750	(0.229)	104.521	104.865	0.344	0.3%
Strategic Commissioning	23.603	(0.774)	22.829	18.814	(4.015)	-17.6%
Early Help and Targeted Support	14.546	7.335	21.881	21.438	(0.443)	-2.0%
Learning and Achievement	88.051	(7.851)	80.200	80.967	0.767	1.0%
People Group	269.438	(1.713)	267.725	265.769	(1.956)	-0.7%
Customer Service	10.178	(1.085)	9.093	8.839	(0.254)	-2.8%
Finance	4.704	(0.228)	4.476	4.112	(0.364)	-8.1%
Human Resources	5.430	0.009	5.439	4.953	(0.486)	-8.9%
Information Assets	7.192	4.658	11.850	11.086	(0.764)	-6.4%
Law and Governance	1.093	(0.123)	0.970	0.627	(0.343)	-35.4%
Physical Assets	13.856	0.056	13.912	12.648	(1.264)	-9.1%
Service Improvement	2.749	0.074	2.823	2.450	(0.373)	-13.2%
Resources Group	45.202	3.361	48.563	44.715	(3.848)	-7.9%
Sustainable Communities	24.288	(0.394)	23.894	20.331	(3.563)	-14.9%
Localities and Community Safety	9.233	(0.808)	8.425	7.293	(1.132)	-13.4%
Transport and Highways	27.855	(0.347)	27.508	24.884	(2.624)	-9.5%
Public Health	22.046	(0.050)	21.996	19.856	(2.140)	-9.7%
Communities Group	83.422	(1.599)	81.823	72.364	(9.459)	-11.6%
Fire and Rescue	21.652	(0.205)	21.447	19.530	(1.917)	-8.9%
Other Services - spending	51.918	0.921	52.839	48.602	(4.237)	-8.0%
Controllable Total	471.632	0.765	472.397	450.980	(21.417)	-4.5%
Government funding and schools	(243.339)	(1.903)	(245.242)	(243.983)	1.259	-0.5%
Total	228.293	(1.138)	227.155	206.997	(20.158)	-8.9%

Note

A number of budget adjustments have happened during the last quarter that have resulted in the total budget being £1.138 million lower than reported at Quarter 3. These changes are shown the 'Agreed Changes' column and have been approved by the Head of Finance in accordance with his approved delegation.

5.3. Three Business Units have overspent in 2013/14. These are:

- **Safeguarding** – The £1.391 million overspend (3.6%) is primarily due to the number/cost of placements, the extent of court directed contact and the number of court orders issued all being higher than estimated at the time the detailed budget for the Business Unit was planned.

- **Social Care and Support** – The £0.344 million overspend (0.3%) is due to overspends of £1.449 million in the learning disability service (reflecting a national trend) and £0.940 million due to increased placement numbers for older people and those with physical disabilities in the south of the county combined with a difficulty in securing placements at our agreed rates.

- **Learning and Achievement** – The overspend of £0.767 million (1%) primarily relates to special educational needs services which show a £2.1 million overspend on SEN transport and a £3.0 million overspend on out-of-county placements. Underspends and the release of contingencies across the rest of the Business Unit were not sufficient to fully offset the overspends in SEN services.

5.4. £1.449 million of these overspends can be covered by the relevant Business Units' existing reserves, Safeguarding (by £945,000) and Learning and Achievement (by £108,000) do not have sufficient reserves to cover their overspend. As a local authority we are not allowed to hold overdrawn reserves without a specific plan being in place to rectify the financial situation. There are two options available:

- Require the Business Unit to make good the position by making a contribution from their 2014/15 budget.
- Meet the shortfall from general reserves and/or from redirecting Group/other Business Unit reserves.

5.5. Corporate Board recommend that General Reserves are used to rectify the position. This will allow all Business Unit's to start the delivery of the 2014-18 Plan without being in an overdrawn position and will not require the two Business Units to make further cuts in 2014/15. However, Corporate Board are also keen that this action does not undermine good financial management. Therefore, they propose a review of the scrutiny of Business Unit's financial management performance.

5.6. All other Business Units have underspent in 2013/14, with 5 Business Units underspending their approved budget by more than 10%. The reasons why this underspend has occurred are detailed in appendices A to S.

5.7. Underspend compared to Quarter 3 Forecast

At Quarter 3 the forecast underspend against the controllable budget was only £3.852 million. It has therefore increased by £17.565 million over the last quarter. A comparison of the Quarter 3 forecast and the outturn position for each Business Unit is shown in Table 2.

Table 2: 2013/14 Revenue Budget – Comparison of Quarter 3 and Outturn Positions				
App.	Group/Business Unit	Quarter 3 Position £m	Outturn Position £m	Variation £m
	People Group			
A	Safeguarding	1.156	1.391	0.235
B	Social Care & Support	1.463	0.344	(1.119)
D	Strategic Commissioning	(2.935)	(4.015)	(1.080)
E	Early Help & Targeted Support	0.766	(0.443)	(1.209)
F	Learning & Achievement	4.226	0.767	(3.459)
	Resources Group			
G	Customer Service	(0.590)	(0.254)	0.336
H	Finance	(0.236)	(0.364)	(0.128)
I	Human Resources & Organisational Development	(0.055)	(0.486)	(0.431)
J	Information Assets	(0.017)	(0.764)	(0.747)
K	Law and Governance	(0.198)	(0.343)	(0.145)
L	Physical Assets	(0.191)	(1.264)	(1,073)
M	Service Improvement & Change Management	(0.047)	(0.373)	(0.326)
	Communities Group			
N	Sustainable Communities	(0.905)	(3.563)	(2.658)
O	Localities & Community Safety	(0.864)	(1.132)	(0.268)
P	Transport & Highways	(1.633)	(2.624)	(0.991)
Q	Public Health	(0.050)	(2.140)	(2.090)
R	Fire & Rescue	(1.377)	(1.917)	(0.540)
S	Other Services – Spending	(2.365)	(4.237)	(1.872)
	Controllable Total	(3.852)	(21.417)	(17.565)

5.8. There are legitimate reasons why elements of the underspend could not have been predicted (for example, late receipt of government grant). However, Corporate Board are of the view that the level of variation between forecasts and the outturn position should not recur because unnecessary corrective action could be taken as a result of inaccurate forecasting. Therefore as part of a more pro-active approach Corporate Board intend to review, in more depth, variations between quarters and trends. Any outcomes and actions from this will be reported back to Members as part of the One Organisation Plan monitoring process.

6. Delivery of the 2014-18 Savings Plan

6.1. The majority of Business Units have met their 2011-14 savings plan. However, four Business Units have underachieved their planned savings plans by a total of £3.492 million (see Table 3). This is in addition to the £0.934 million of the savings plan that elected members had already agreed to re-phase into 2014/15 as part of setting the 2013/14 budget. Therefore, overall, £54.971 million, or 93%, of the original plan was delivered to the timetable agreed in February 2011. This is a significant achievement, given the savings plan was, at the time, an unprecedented challenge for services.

Table 3: Shortfall in delivery of the 2011-14 Savings Plan		
	£m	£m
2011-14 savings target		59.397
Shortfall in the delivery of savings to original timetable:		
• Social Care and Support	(1.997)	
• Strategic Commissioning	(0.059)	
• Early Help and Targeted Support	(0.436)	
• Learning and Achievement	(1.000)	
• Customer Service *(previously reported and agreed)*	(0.150)	
• Physical Assets *(previously reported and agreed)*	(0.784)	
		(4.426)
Savings delivered 2011-14		54.971

6.2. The shortfall in the delivery of the savings plan is due to delays in specific projects. All are now expected to fully meet their original target by the end of 2014/15. With the exception of Learning and Achievement, the Business Units concerned have generated sufficient one-off savings from elsewhere within their budgets or have sufficient reserves for this not to impact on the delivery of the 2014-18 One Organisation Plan.

6.3. Monitoring the delivery of these projects will be incorporated into the 2014-18 One Organisation Plan to ensure oversight of progress is retained.

6.4. Looking forward, whilst delivery to date has been good and the 2013/14 underspend indicates Business Units are making early progress on the delivery of the 2014-18 savings plan, the savings plans over the 2014-18 period are substantially more difficult to deliver. Therefore, there is a need to closely monitor progress and to make sure early remedial action is taken if there is any indication savings plans will not be delivered.

7. Reserves

7.1. We hold financial reserves as a contingency to fund unexpected spending need, manage financial risks or to build-up funds to meet a known or predicted future spending need.

7.2. Level of Reserves as at 31 March 2014

Section 5 outlined the spending compared to the budget for each Business Unit. Any under or over spend at the end of the year falls into either corporate or Business Unit reserves. At the start of 2013/14 the authority held reserves of £114.363 million. With the approved in-year use of reserves and the effect of outturn, the level of reserves at the end of the year has increased to £117.804 million. Table 4 shows the level of reserves held by the authority as at 31 March 2014 and how this has changed from the start of the 2013/14 financial year.

Table 4: Reserves as at 31 March 2014				
Reserve	Opening Balance 01/04/2013 £m	Approved In year changes £m	Effect of Outturn £m	Balance As at 31/03/2014 £m
Corporate Reserves				
General Reserves	18.832	(1.064)	0.650	18.418
Medium Term Contingency	13.315	-	-	13.315
Service Realignment Fund	10.527	0.010	0.740	11.277
Capital Fund	0.387	0.574	(0.093)	0.868
Insurance	8.015	-	0.960	8.975
Schools	19.673	-	(0.761)	18.912
Group Reserves				
Communities	0.004	-	-	0.004
Resources	2.132	(0.147)	(0.013)	1.972
Business Unit Reserves				
Safeguarding	(0.966)	1.466	(1.445)	(0.945)
Social Care and Support	12.356	(4.167)	(0.344)	7.845
Strategic Commissioning	3.834	0.382	3.745	7.961
Early Intervention and Targeted Support	1.320	(1.070)	0.424	0.674
Learning and Achievement	1.727	(0.590)	(1.245)	(0.108)
Customer Service	0.491	(0.086)	0.254	0.659
Finance	-	-	0.364	0.364
Human Resources	1.129	(0.162)	0.486	1.453
Information Assets	1.357	(0.561)	0.764	1.560
Law & Governance	0.223	(0.223)	0.343	0.343
Physical Assets	0.938	-	1.055	1.993
Service Improvement and Change Mgnt	0.368	(0.368)	0.373	0.373
Sustainable Communities	5.483	(4.391)	3.563	4.655
Localities and Community Safety	3.917	(1.216)	1.132	3.833
Transport and Highways	2.314	(472)	2.624	4.466
Public Health	0.429	(324)	2.140	2,245
Fire and Rescue	2.538	(1.666)	1.917	2.789
Other Services	4.020	(2.642)	2.525	3.903
Total Reserves	114,363	(16.717)	20.158	117.804

7.3. Review of the level of reserves as a result of outturn

Reserves are held at both Business Unit and Group level, reflecting where the risk is best managed. All Groups have taken the opportunity to redistribute their reserves to support service needs and financial risks.

7.4. As a result:

- Resources Group have identified £0.828 million of earmarked reserves that are no longer needed for the purposes originally approved by elected members. These resources will therefore be returned to General Reserves.
- Resources Group have identified an additional £0.172 million that can be released to General Reserves
- Communities Group have identified £1.000 million that can be released to General Reserves.

7.5. Use of General Reserves to make good overdrawn reserves

As outlined in paragraph 5.5 Corporate Board are recommending that General Reserves are used to make good the financial position of the Safeguarding and Learning and Achievement Business Units. If agreed this will reduce the level of General Reserves by £1.053 million.

7.6. Use of Reserves to support 2014/15 activity

As well as transferring £2 million to General Reserves, Business Units are requesting approval to use £14.959 million of reserves to support services in 2014/15. These carry forward requests are summarised in Table 5. The details behind these carry forward requests can be found in **Appendix V**. As part of the £14.959 million, Transport and Highways and Sustainable Communities Business Units are requesting approval to use a total of £1.020 million of their reserves to repay their self-financed borrowing. Using reserves in this way will reduce the total debt outstanding in the authority.

Table 5: List of Carry Forward Requests	
	£m
People Group	
Social Care and Support Services	1.190
Strategic Commissioning	4.049
Early Help and Targeted Support	0.098
Resources Group	
Customer Service	0.219
Finance	0.133
Human Resources and Organisational Development	0.414
Information Assets	0.110
Law & Governance	0.045
Service Improvement and Change Management	0.055
Communities Group	
Sustainable Communities	3.033
Localities and Community Safety	1.117
Transport and Highways	1.818
Fire and Rescue	1.824
Other Services	0.854
Total Carry Forwards	14.959

7.7. Assuming all carry forwards and use of reserves are approved the level of reserves held by the authority at the end of 2014/15 is estimated to be £102.845 million. Table 6 shows the breakdown of this. The figures do not take into account any forecast of over/underspending in 2014/15.

7.8. The use of £51.088 million of these reserves is restricted (earmarked), either due to external requirements (such as grant conditions) or previous decisions of members. This leaves £51.757 million to support services, provide cover for financial risks facing the authority and support the service transformation

needed to deliver the savings in the 2014-18 Plan. The remainder of this section includes more detail on the specific reserves held by the authority.

Table 6: Forecast Reserves as at 31 March 2015							
Reserve	Balance 31/03/14 after outturn £m	Change in reserves after outturn £m	Repay borrowing £m	Transfer to/from General Reserves £m	Carry forwards £m	Estimated final balance 31/03/15 £m	Reserves with restricted use £m
Corporate Reserves							
General Reserves	18.418	-	-	0.947	-	19.365	-
Medium Term Contingency	13.315	-	-	-	-	13.315	-
Service Realignment Fund	11.277	-	-	-	-	11.277	11.277
Capital Fund	0.868	-	-	-	-	0.868	0.868
Insurance	8.975	-	-	-	-	8.975	8.975
Schools	18.912	-	-	(0.200)	-	18.712	18.712
Group Reserves							
Resources	1.972	1.692	-	(0.172)	-	3.492	-
Communities	0.004	-	-	-	-	0.004	-
Business Unit Reserves							
Safeguarding	(0.945)	-	-	0.945	-	-	-
Social Care & Support	7.845	0.270	-	-	(1.190)	6.925	-
Strategic Commissioning	7.961	-	-	-	(4.049)	3.912	-
Early Help	0.674	(0.270)	-	-	(0.098)	0.306	-
Learning & Achievement	(0.108)	-	-	0.108	-	-	-
Customer Service	0.659	0.223	-	-	(0.219)	0.663	0.663
Finance	0.364	(0.231)	-	-	(0.133)	-	-
Human Resources	1.453	(0.406)	-	-	(0.414)	0.633	0.633
Information Assets	1.560	(0.197)	-	-	(0.110)	1.253	0.996
Law & Governance	0.343	(0.298)	-	-	(0.045)	-	-
Physical Assets	1.993	(0.465)	-	(0.628)	-	0.900	0.400
Service Improvement	0.373	(0.318)	-	-	(0.055)	-	-
Sustainable Communities	4.655	(0.202)	(0.283)	(0.244)	(2.750)	1.176	1.043
Localities & Community Safety	3.833	0.202	-	-	(1.117)	2.918	2.192
Transport & Highways	4.466	-	(0.737)	(0.256)	(1.081)	2.392	2.393
Public Health	2.245	-	-	(0.500)	-	1.745	-
Fire & Rescue	2.789	-	-	-	(1.824)	0.965	0.965
Other Services	3.903	-	-	-	(0.854)	3.049	1.971
Total Reserves	117.804	0	(1.020)	0	(13.939)	102.845	51.088

7.9. Earmarked Corporate Reserves

Of the £102.845 million reserves, £72.512 million is held at a corporate level, of which £39.832 million are earmarked for specific purposes. This includes £18.712 million of individual school reserves and other ring fenced schools funding. The Service Realignment Fund holds £11.277 million. This will be used to help Business Units manage their employee costs when implementing their savings plans. The Insurance Fund is the authority's contingency against any major insurance claims and currently stands at £8.975 million. The Capital Fund is a revenue reserve set up to support the capital programme. It helps meet expenses that are incurred when the authority generates capital receipts and smooth fluctuations in cash flow.

7.10. General Reserves

At the end of 2014/15 General Reserves are expected to be £19.365 million. This is £3.465 million above the £15.9 million minimum specified by the Head of Finance in his risk assessment when the budget was set in February. Corporate Board recommend that none of this reserve is used in the short term given the considerable uncertainty around central government funding. For example, there is uncertainty over whether the implications of the Care and Support Act on adult social care services will be fully funded and access to the Better Care Fund is dependent on the agreement of the Clinical Commissioning Groups and pooled budgets. Instead it is recommended that any General Reserves above the minimum are held pending receipt of the monitoring reports on the delivery of the 2014-18 One Organisation Plan, with any use only to be considered as part of setting the 2015/16 budget.

8. Capital Programme

8.1. The total approved level of capital payments in 2013/14 was £90.773 million, with a further £165.892 million of payments over the medium term. Since Quarter 3 the capital programme has reduced by £2.726 million overall and there has been slippage between 2013/14 and later years of £15.139 million (or 17%). As a result, the spending for 2013/14 is £75.634 million, with a total increase in payments in 2014/15 and later years of £12.413 million. A breakdown by Business Unit is shown in Table 6.

Table 6: Summary of the Capital Programme variations as at 31 March 2014

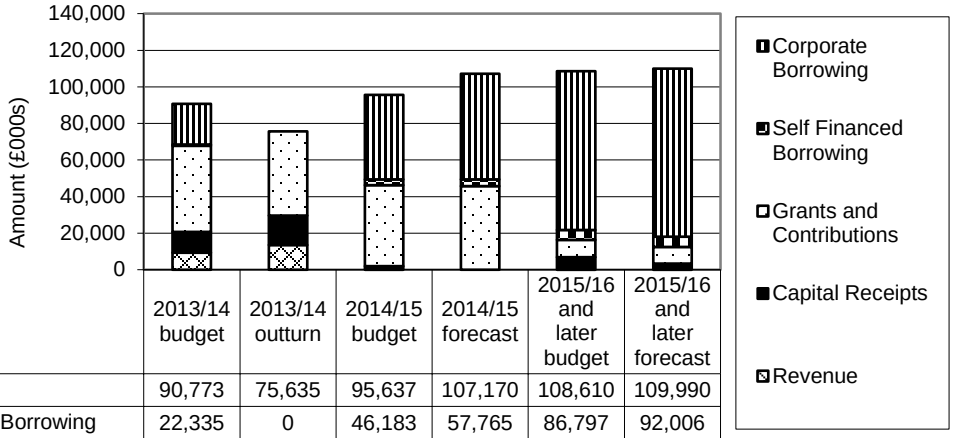
App.	Group/Business Unit	2013/14 Planned Capital Payments £million	2013/14 Outturn Capital Payments £million	2013/14 (Under)/Over Spend £million	Variation to total capital programme £million
	People Group				
A	Safeguarding	0.087	0.035	(0.052)	-
B	Social Care and Support	0.082	0.009	(0.073)	-
D	Strategic Commissioning	0.048	-	(0.048)	0.360
E	Early Help and Targeted Support	0.517	0.500	(0.017)	-
F	Learning and Achievement	26.366	20.319	(6.047)	(4.111)
	Resources Group				
G	Customer Service	0.653	0.280	(0.373)	0.056
J	Information Assets	0.426	0.581	0.155	0.228
L	Physical Assets	20.014	18.375	(1.639)	(0.077)
	Communities Group				
N	Sustainable Communities	4.518	2.063	(2.455)	(2.243)
O	Localities and Community Safety	0.041	0.040	(0.001)	0.024
P	Transport and Highways	36.227	32.278	(3.949)	2.987
R	Fire and Rescue	1.793	1.152	(0.641)	0.050
	Total	90.773	75.634	(15.139)	(2.726)

Table may not sum due to rounding

8.2 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.

8.3 As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. Table 7 below shows how the capital expenditure shown in Appendices A to S is to be financed.

Table 7: Estimated Financing to 2015/16 and later years



	2013/14 budget	2013/14 outturn	2014/15 budget	2014/15 forecast	2015/16 and later budget	2015/16 and later forecast
Total	90,773	75,635	95,637	107,170	108,610	109,990
Corporate Borrowing	22,335	0	46,183	57,765	86,797	92,006
Self Financed Borrowing	596	0	3,254	3,694	5,570	5,570
Grants and Contributions	47,162	46,005	44,204	45,711	9,453	9,113
Capital Receipts	11,401	16,197	1,720	0	6,503	3,257
Revenue	9,279	13,433	276	0	287	44

8.4 The most significant change to the capital programme is the slippage of (£15.139 million) from 2013/14 into later years which has meant we have not had to incur any borrowing to finance the 2013/14 capital spend. This is only a short-term reduction in the planned level of borrowing, as it will be required to fund the slippage in the capital programme when the spending occurs in future years.

8.5 As part of the wider review of forecasting outlined above Corporate Board will ensure equal importance is given to the planning and phasing of the delivery of capital schemes and, as a result would not expect to see the same level of slippage in future years.

8.6 The main reasons for the £15.139 million underspend compared to the approved budget are:

- The devolved spending in schools was £3.061 million lower than forecast. This is difficult to forecast accurately as most school spend is not known, to the authority, until year end. This can create large variances between the forecast and the actuals at year end.

- A reduction of £1.785 million in the cost of the Lower House Farm project. This underspend could not be identified until all final bills had been received at year end.
- The balance of the decrease was primarily the result of the re-phasing of project spend from 2013/14 into later years in addition to various small underspends across a range of projects.

9. Corporate Risk – High Level Summary

9.1. 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. Risk management is applied at all levels of service delivery both strategic and operational (business units, contracts and projects).

9.2. The corporate strategic risk register details those risks that could have an effect on the successful achievement of our long term strategic ambitions/aims. These risks are reviewed and agreed twice a year by Corporate Board and then subsequently taken to Audit and Standards Committee for consideration.

9.3. The table below lists the corporate strategic risks as agreed by Corporate Board in February 2014 and subsequently refined during the process to prepare the Council's 2013/14 Annual Governance Statement. 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**
Government policies, new legislation and sustained austerity measures present immediate challenges and further significant savings over the medium term.	**16 (R)**	**8(A)**
Continuing pressure on Adult Social Services resources.	**16 (R)**	**9 (A)**
Safeguarding children and vulnerable adults in our community – inability to take action to avoid abuse, injury or death.	**16 (R)**	**12 (R)**
Loss or corruption of personal or protected data held by the Council.	**12(R)**	**9(A)**
C&W LEP and City Deal arrangements fail to achieve optimum funding levels and economic benefits.	**12 (R)**	**9(A)**
Future delivery of Warwickshire Fire and Rescue Service.	**12 (R)**	**9(A)**
Delivery of Business Continuity Plans and procedures.	**12 (R)**	**9(A)**
Inability to meet statutory requirements to drive improvement across all schools in the County	**9 (A)**	**9 (A)**
Inability to manage or influence the impact of HS2 on Warwickshire.	**16(R)**	**9(A)**

9.4. Excluding the safeguarding children and vulnerable adults risk that has been escalated to the Strategic Risk Register, there is one other net red business unit risks:

Risk Description	Gross Risk Level	Net Risk Level
Industrial action by operational firefighters, service control staff or support staff.	16 (R)	12 (R)

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

9.6. The following paragraphs details further information, which has been provided by the risk owner, on the net red risks.

<u>Safeguarding children and vulnerable adults in our community – inability to take action to avoid abuse, injury or death</u>
There are on-going local pressures such as staff shortages, and periods of extreme demand. The environment is also dependent on the behaviour of third parties whom the Business Unit have no influence over and it is not always obvious what action could be taken until after the event. Furthermore, the service is vulnerable to media and public attention with serious cases reported widely at a national level Controls are in place to reduce the level of risk to WCC including Safeguarding Board business plans, CYPF plan, partnership arrangements, and a robust multi-agency training plan. The Department for Education has issued new guidance as a consequence of the Munro Review of Child Protection. However, the risk of this type of event happening will always remain, regardless of any controls in place, which are under constant review. This risk has been escalated to the Corporate Strategic Risk Register and will continue to be monitored.

<u>Industrial action by operational firefighters, service control staff or support staff</u>
The Fire Brigades Union has organised several 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; and

- Change some of the operational arrangements relating to communication between fire control and 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.

9.7. Wider public sector strike action

Members will be aware of the wider strike action on 10th July by a number of unions. Developments continue to be monitored and the corporate risk register will be updated if necessary.

9.8. Adult Social Care Resources

Members will have seen recent media coverage about the likely future pressure on adult social care resources as a result of the provisions in the Care and Support Bill and the constraints over the use of the Better Care Fund. It has already been recognised in paragraph 7.10 that there may be resource implications for the County Council and that going forward, as a minimum, the changes will need to be integrated with the ongoing work associated with delivering the One Organisation Plan. Corporate Board will keep the issue under close scrutiny and it will form part of the report to Cabinet in September on the proposed approach to the refresh of the medium term financial plan.

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Safeguarding - Sue Ross (Interim Head of Service)
Strategic Director - Wendy Fabbro
Portfolio Holder - Councillor Stevens (Health)

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
Safeguarding - Head of Service	4,660	(31)	4,629	3,816	(813)	£500,000 of this planned underspend is being used to support the overall service budget at the front line. Legal costs are £63,000 underspent and the budget earmarked for the funding of Dartington work is now realising an underspend of £245,000.
Social Care Teams - North & Assessments	13,698	(179)	13,519	15,770	2,251	Looked After Children (LAC) placement costs are £1,367,000 overspent. This is due to a number of expensive placements that were taken into care during the last quarter. There is also continuing pressure relating to the costs of court directed contact and this area has an outturn overspend figure of £618,000 . On top of this there has been an increase in Special Guardianship, Adoption and Residence Orders and this budget has overspent by £393,000 as anticipated. Staff agency costs are overspent by £160,000 although all social work and administration staff are underspent by a total of £336,000.
Social Care Teams - East & Leaving Care	5,377	(79)	5,298	5,506	208	
Social Care Teams - South & Looked After Children	13,053	123	13,176	13,205	29	
Safeguarding - Quality & Service Development	1,700	(28)	1,672	1,388	(284)	
Net Service Spending	**38,488**	**(194)**	**38,294**	**39,685**	**1,391**	
				Non DSG	1,445	
				DSG	(54)	

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	Reason for Request
Safeguarding - savings reserves	(966)	1,466	(1,445)	(945)	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**(966)**	**1,466**	**(1,445)**	**(945)**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	1,051	1,051	1,051	1,051	1,051	The 2011-14 savings plan has been fully delivered by 31 March 2014.
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	44	44	44	44	44	
Share of CY-S-06	Community and Play- reduction in services	71	71	71	71	71	
	Reduced investment in the Dartington project	250	250	250	250	250	
	Total	**1,416**	**1,416**	**1,416**	**1,416**	**1,416**	
	Target		**1,416**		**1,416**	**1,416**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

2013/14 to 2104/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	35	3	0	50	(3)	0	
11115000	Fostercare Adaptations 2013-14	0	50	0	0	50	0	0	50	0	50	(50)	0	
11116000	Fostercare Adaptations 2014-15	0	0	50	0	50	0	0	9	41	50	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	0	50	50	0	0	0	50	50	0	0	
11295000	Fostercare Adaptations 2016-17	0	0	0	50	50	0	0	0	50	50	0	0	
11296000	Fostercare Adaptations 2017-18	0	0	0	50	50	0	0	0	50	50	0	0	
		13	**87**	**50**	**150**	**300**	**13**	**35**	**62**	**191**	**300**	**(53)**	**0**	

Performance Information April 2013 to March 2014

Safeguarding: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M10000	% of core assessments that were completed within 35 working days	77				65	
M10001	% of de-registrations of children who have had Child Protection plan for more than 2 years	8				9.3	
M10002	% of children becoming the subject of a child protection plan for a 2nd or subsequent time	13.3				16.7	
M10006	No. of children who are subject of a child protection plan per 10,000 population	49	46			47	The numbers of children on a Child Protection Plan have reduced over the last 6 months as greater professional social work efforts are being made to work collaboratively with families. This remains the focus of significant managerial attention.
M10007	Children who are both looked after and subject of a child protection plan	65	48			41	This is being managed and actively monitored by the Leadership Team.

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	Sue Ross (Interim Head of Service)	**12 (R)**	The risk of this type of incident happening will always remain regardless of any controls in place which are under constant review Continue to implement all recommendations arising from the Serious Case Review.

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care & Support Services - Head of Service	3,531	(217)	3,314	1,860	(1,454)	This underspend is mainly due to 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 One Organisational Plan savings targets, however, at present it is being retained to offset pressures within purchasing budgets.
Older People & Physical Disability (North) & Specialist Services	27,733	(7)	27,726	27,402	(324)	The underspend is a result of the service manager holding some budgets to mitigate pressures across OPPD. These have been distributed to teams in 2014/15. The £0.5m improvement since Quarter 3 is in part a result of management actions to address the overspend in OPPD and in part as a result of pressures being less than expected in the final months of the year due to a milder winter.
Older People & Physical Disability (South) & Reviewing Services	25,821	(2)	25,819	26,759	940	The overspend here is due to pressures on residential and nursing budgets, due to increased care numbers and difficultly 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	41,168	(3)	41,165	42,614	1,449	This overspend position is 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. Although the overspend is significant, the position has improved by £0.5m towards year end, as a result of management actions.
Mental Health	6,497	0	6,497	6,230	(267)	A relatively small underspend, reflecting natural variation in client numbers, activity and support required.
Net Service Spending	**104,750**	**(229)**	**104,521**	**104,865**	**344**	
				Non DSG	344	
				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	Reason for Request
Non DSG Savings	12,356	(4,167)	(344)	7,845	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**12,356**	**(4,167)**	**(344)**	**7,845**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings Delivered in 2011/12 and 2012/13	6,570	6,557	6,570	6,557	6,557	
Share of ASC-01	Learning Disabilities Services - Care Funding Calculator, Residential Care and Supported Living Services, Choice and Control (Joint with Business Manager)	(1,984)	(3,968)	(1,671)	(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, and there is a recovery plan in place. The projects are being rescoped to mitigate for the negative financial impact. It is expected that the total savings target from the 2011-14 plan will be delivered by the end of 2014/15.
Share of ASC-05	Reablement, Intermediate Care and Homecare Modernisation (Joint with Business Manager)	100	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)	(4,563)	(4,083)	(3,422)	(4,083)	
Share of ASC-11	Day Care Services for Older People & Older People Mental Health	(124)	(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	
ASC-15	Mental health transformation	30	30	30	30	30	
Share of ASC-20	Carers	(384)	(384)	(384)	0	(384)	
	Direct payment support service	100	100	100	0	100	
	Phasing out of double running costs associated with externalisation	1,500	1,500	1,000	1,125	1,000	
	Social Care and Support process efficiencies and maximising independence approach	0	0	90	0	90	
	*Use of ear-marked reserves to rephase savings	481	481	(2)	0	(2)	
	Total	**1,749**	**(248)**	**1,749**	**1,319**	**1,736**	
	Target		**1,749**		**1,749**	**1,749**	
	Remaining Shortfall/(Over Achievement)		**1,997**		**430**	**13**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget: Earlier Years	Approved Budget: 2013/14 £ 000's	Approved Budget: 2014/15 £ 000's	Approved Budget: 2015/16 and later £'000	Approved Budget: Total £ 000's	Actual/Forecast: Earlier Years	Actual/Forecast: 2013/14 £ 000's	Actual/Forecast: 2014/15 £ 000's	Actual/Forecast: 2015/16 and later £'000	Actual/Forecast: Total £ 000's	Variation: Variance in Year £ 000's	Variation: Total Variance £ 000's	Reasons for Variation and Management Action
10601000	Mental Health 2007/08	170	6	0	0	176	170	0	6	0	176	(6)	(0)	
10607000	Mental Health Grant 2009/10	144	10	0	0	154	144	0	10	0	154	(10)	0	
10608000	Mental Health Grant 2010/11	116	66	0	0	182	116	9	57	0	182	(57)	(0)	
		430	**82**	**0**	**0**	**512**	**430**	**9**	**73**	**0**	**512**	**(73)**	**(0)**	

Performance Information April 2013 to March 2014

Social Care and Support Services: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M08018	Number of extra care housing units available for use by customers eligible for WCC Adult Social Care	119	396	161	▲	161	The targets set for this indicator were set at the start of the programme 3 years ago. Overall the programme is on course to meet its targets, both in extra care units delivered and savings achieved but there have been delays relating to the building of the schemes.
M08001	The proportion of people who use services and carers who find it easy to find information about support	66.1	56	70.3	★	70.3	This indicator is a combination of the results of the carer and customer surveys, this year only the customer survey was run meaning we use last year's results from the carer survey. The proportion of customers who found it easy to find information about support increased from 67.9% in 2012/13 to 76.4% in 2013/14.
M08022	Number of repeat safeguarding referrals	13	11.9	10.7	★	10.7	
M08023	Proportion of people who use services who feel safe is in top quartile of comparator group	No	Yes	Yes	★	Yes	2013/14 outturn is 70.4%, the top quartile value in 2012/13 was 68.8%. Therefore we are predicted to be top quartile but will not receive confirmation until August 2014
M08036	Proportion of people who use services who say that those services have made them feel safe and secure (ASCOF 4B)	77.4	79	83.6	★	83.6	
M08002	Proportion of adults with learning disabilities living in their own home or with their families	72.6	68	67.4	●	67.4	The outturn was very close to target. There are a few known data accuracy issues that may improve the final position. In terms of performance, work continues in supporting people at home, rather than residential care and we expect a further improvement in 14-15.
M08004	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H Social Care only)	82.5	82	82.5	★	82.5	
M08011	Admissions to residential care homes per 100,000 population	712.9	530	546.8	●	546.8	The rate of residential care admissions significantly increased at the end of 12/13 and for the early part of 14/15. However, towards that latter half of the year, there has been some improvement (i.e. reduction) in the rate. The outturn reflects the ongoing demographic pressures, as this primarily relates to older people, and often relates to those with dementia. However, we still perform well compared to similar councils.
M08019	Delayed transfers of care	13.1	11	8.8	★	8.8	
M08030	Proportion of adults in contact with secondary mental health services in settled accommodation (ASCOF 1H)	81.7	70	87.6	★	87.6	
M08034	Delayed transfers of care (ASCOF 2C) Social Care and Attributable to Both Delays	3.8	3.5	1.7	★	1.7	
M08000	The proportion of those using social care who have control over their daily life (ASCOF 1B)	71.6	75	72.3	●	72.3	In 2013/14 the proportion of people who are in control of their daily life increased to 72.3% from 71.6% in 2012/13. Despite this we remain below target and benchmarking averages
M08003	Proportion of adults with learning disabilities in paid employment (ASCOF 1E)	5.8	7.2	7.3	★	7.3	
M08005	Proportion of adults in contact with secondary mental health services in paid employment (ASCOF 1F - Social care only)	18.9	23	16.7	▲	16.7	The reduction in this indicator is due to a change in the data we receive from Coventry and Warwickshire Partnership Trust which is used to calculate this indicator. While the outturn has reduced we think it is more accurate and still above benchmarking averages
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	87.9	★	87.9	
M08008	Proportion of people whose outcome measures are fully or partially achieved at completion of reablement		85	85.7	★	85.7	
M08012	Proportion of people using social care who receive self-directed support (ASCOF 1C pt1)	70.7	65	76.3	★	76.3	

Social Care and Support Services: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M08024	% of customers not needing on-going social care 91 days are leaving reablement	62	63	62		62	Very close to target. Variations can be due to the levels of need associated with those leaving hospital. Complexity of need is increasing, overall.
M08027	Social care-related quality of life (ASCOF 1A)	18.5	19	18.8		18.8	Very close to target. This is questionnaire based, so it is difficult to directly affect the outturn.
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	20.5	17.5	19.2		19.2	
M08035	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	59.9	65.5	62.6		62.6	This is questionnaire based and although this outturn was improved, it did not do so as much as hoped.
M08040	Proportion of people using social care who receive a direct payment (ASCOF 1C pt2)	15.8	20	20.4		20.4	
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 definition)	5.4	4.2	5.5		5.5	
M08042	Carer-reported quality of life (ASCOF 1D)	8.1	8.3	8.1		8.1	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	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	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.

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

There are no net red risks for this service

Strategic Commissioning - Chris Lewington
Strategic Director - Wendy Fabbro
Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Hayfield (Education & Learning)

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
Strategic Commissioning - Head of Service	754	0	754	732	(22)	
All Age Disabilities	1,281	(40)	1,241	1,178	(63)	The underspend relates to a small delay in awarding and implementing the advocacy contract which is a joint venture between social care, public health and health.
Commissioning Intelligence	673	27	700	584	(116)	
Integrated Elderly Care	12,167	0	12,167	10,646	(1,521)	£1m required to carry forward for the 2014/15 implementation of Discharge to Assess. South Warwickshire Clinical Commissioning Group made a direct request to the council to receive £1m for the funding of this project in the last weeks of the 2013/14 financial year which could not have been forecast. This needs to be carried forward to deliver joint objectives around prevention. There has been some slippage on the use of Winter Pressures funding and this funding is required to continue to fund 2 nurses that support the ongoing quality improvements within care homes in the County. Finally the part year restructure has led to savings in staffing costs being achieved in this area as well, which form part of the 2014/15 savings plan.
Market Management & Quality	626	0	626	667	41	
Children's Commissioning	1,517	(8)	1,509	1,161	(348)	£25k was due to staff vacancies within the year. £120K was due to the recommissioning of children's mental health services and initial uncertainties about volumes. This has now been resolved for 2014/15. This was the final year for any residual Hospital tuition inter authority recoupment and previous years accruals were prudent covering expected final bills - these were lower than expected, resulting in a £123k underspend. £75k of the underspend is due to early delivery of 2014/15 savings plan.
Service Development and Assurance	6,585	(753)	5,832	3,846	(1,986)	The timing of the decommissioning of the Business Manager Business Unit has resulted in the early delivery of some of the 2014/15 savings against this area, which have now been taken into the 2014/15 budget. There was also a planned £1m underspend to carry forward funds for the Care System replacement project, which will take place in 2014/15. There have also been reduced costs and savings in adult transport costs of £242k due to a reduction in the number of users as a consequence of service redesign and tighter management controls, this is also a 2014/15 saving plan which has been partially delivered early. There is also an underspend in Learning & Development budgets as a result of delays in agreeing plans due to the transformations across the People Group.
Net Service Spending	**23,603**	**(774)**	**22,829**	**18,814**	**(4,015)**	
				Non DSG	(3,745)	
				DSG	(270)	

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	Reason for Request
Service Savings (non-DSG)	2,534	1,682	3,745	7,961	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**2,534**	**1,682**	**3,745**	**7,961**	

2013/14 to 2014/15 Savings Plan

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

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	0	18	0	175	(18)	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	0	195	0	592	397	0	195	0	592	0	0	
11019000	Social Care Reform Grant 2010/11	0	30	252	0	282	0	0	0	0	0	(30)	(282)	Council December 2013 approval to use this funding of £282,000 together with £718,000 from 11021000 (unallocated transformation Capital for 2012/13) - total £1m for the funding of the People Group Client Information Systems Review (Project 11310000).
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	0	894	1,000	1,894	0	0	176	1,000	1,176	0	(718)	Council December 2013 approval to use £718,000 of this funding together with £282,000 from 11019000 (Social Care Reform 2010/11 Allocation) - total £1m for the funding of the People Group Client Information Systems Review (Project 11310000)
11310000	Client Information Systems Review	0	0	0	0	0	0	0	1,360	0	1,360	0	1,360	Project Approved at Council December 2013 to be funded from unallocated transformation Capital for 2012/13 (£1m from 11019000(£282,000) and 11021000 (£718,000)) and £360,000 from Social Care & Support Revenue Reserves.
		698	**48**	**1,341**	**1,000**	**3,087**	**698**	**0**	**1,749**	**1,000**	**3,447**	**(48)**	**360**	

Performance Information April 2013 to March 2014

Strategic Commissioning: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	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	14		3	Permanent exclusions from LA Maintained Schools only.
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		9.6	
M12032	Proportion of looked after children who are placed in external fostering provision (agency/other LA carer).					19.5	
M08001	The proportion of people who use services and carers who find it easy to find information about support	66.1	56	70.3		70.3	This indicator is a combination of the results of the carer and customer surveys, this year only the customer survey was run meaning we use last year's results from the carer survey. The proportion of customers who found it easy to find information about support increased from 67.9% in 2012/13 to 76.4% in 2013/14.
M08003	Proportion of adults with learning disabilities in paid employment (ASCOF 1E)	5.8	7.2	7.3		7.3	

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
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	87.9		87.9	
M08032	Proportion of adults in contact with secondary mental health services in employment (ASCOF 1F)	20.5	17.5	19.2		19.2	
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	5.5		5.5	This is a provisional outturn using the number of older people discharged from hospital in 2012/13 as a proxy for 2013/14 until we receive the data
M18000	Establish future direction of the service and how its needs relating to recording, sharing and using information will evolve by August 2013		Yes	Yes		Yes	
M18001	Assess and define business/user functionality and usability requirements by August 2013		Yes	Yes		Yes	
M18002	Soft market testing of ICT solutions by August 2013		Yes	Yes		Yes	
M18003	Current and future capability analysis of ICT solutions by August 2013		Yes	Yes		Yes	
M18004	Commercial competitiveness of ICT solutions by august 2013		Yes	Yes		Yes	
M18005	Assessment of solution alignment with Corporate ICT Strategy by August 2013		Yes	Yes		Yes	
M18006	Average quarterly visitors exceeds 10,000		10000	10106		10106	
M18007	Average number of live suppliers per quarter exceeds 2,150		2150	2378		2378	
M18008	Phase 1 - review support to Service Managers by April 2013		Yes	Yes		Yes	
M18010	Phase 1 - Remodel core admin support for local centre in Nun & Bed by April 2013		Yes	Yes		Yes	
M18011	Phase 2 - Options/recommendations agreed by Group Leadership Team by August 2013		Yes	Yes		Yes	
M18012	Phase 2 - Recommendations piloted and assessed by August 2013		Yes	No		No	While pilots have taken place the reviews have been delayed due to organisational change.

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

There are no net red risks for this service

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

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
Early Intervention & Targeted Support - Head of Service	595	(18)	577	72	(505)	This is a planned underspend being held to cover one off costs relating to the delivery of savings plans within Children's services as well as delayed spending within the County Music Service in light of its future position within the authority.
Early Intervention -Transitions	1,419	(72)	1,347	1,489	142	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	2,086	(77)	2,009	1,533	(476)	£272,000 of this relates to previous years Common Assessment Framework grants that are being spent as planned over a number of years but due to accounting rules the grant can no longer be accrued in advance. The remainder relates to the surplus on the trading account with regard to Schools Early Intervention Service trading and contributing to their central charges as well delaying some projects and grant related work.
Family Support & Children's Disability Service	4,847	7,504	12,351	13,095	744	This overspend is primarily the result of slippage in the Integrated Disability Service Social Care savings plan. Consultations and implementation plans have been delayed and the related savings have been unachievable. A report was noted by cabinet on 13th March 2014 of progress made in working with stakeholders to achieve a Local Offer that is fair, accessible, modern and fit for purpose. The overspend is covered by a contribution from the overall Children's savings plan contingency.
Community Support for Vulnerable Adults (was Reablement)	5,599	(2)	5,597	5,249	(348)	Savings in staffing due to a mixture of delays in recruiting to vacancies, vacant posts being recruited to at less hours or posts not being filled. Reduced staffing levels have led to reduced travel expenditure. There has also been a less than expected spend on Integrated Community Equipment Service equipment.
Net Service Spending	**14,546**	**7,335**	**21,881**	**21,438**	**(443)**	
				Non DSG	(424)	
				DSG	(19)	

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
Service Savings (non-DSG)	1,320	(1,070)	424	674	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**1,320**	**(1,070)**	**424**	**674**	

2011/12 to 2013/14 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	6,096	6,096	6,096	6,096	6,096	
Share of CY-S-06	Positive about Young People	450	450	450	450	450	
Share of ASC-01	Learning Disabilities Services	(291)	(291)	(291)	(291)	(291)	
	Targeted Youth Support - Reduction in service	1,900	1,758	1,900	1,758	1,900	
	Education Social Work Service	(300)	(300)	(300)	(300)	(300)	
	Voluntary and community sector to run outdoor education centres	60	27	60	27	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 with regard to the Centres.
	Outdoor Education	160	160	160	160	160	
	Early Intervention Management	96	96	96	96	96	
	Reduction in the early intervention contingency budget	249	249	249	249	249	
	Children's Centres	500	500	500	500	500	
	Double counting of savings/transformation programme	(340)	(340)	(340)	(340)	(340)	
	Contingency	(248)	(248)	0	0	0	
	Total	**8,332**	**7,896**	**8,580**	**8,405**	**8,580**	
	Target		**8,332**		**8,580**	**8,580**	
	Remaining Shortfall/(Over Achievement)		**436**		**175**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget: Earlier Years	Approved Budget: 2013/14 £ 000's	Approved Budget: 2014/15 £ 000's	Approved Budget: 2015/16 and later £'000	Approved Budget: Total £ 000's	Actual/Forecast: Earlier Years	Actual/Forecast: 2013/14 £ 000's	Actual/Forecast: 2014/15 £ 000's	Actual/Forecast: 2015/16 and later £'000	Actual/Forecast: Total £ 000's	Variation: Variance in Year £ 000's	Variation: Total Variance £ 000's	Reasons for Variation and Management Action
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	450	1,159	0	1,609	0	0	1,176	0	1,176	(450)	(433)	£432,540 of this CAF funding to be vired to part fund CAF projects spend in 2013/14 - 11163000 - CAF - Trusted Assessments Application, 11164000 - GAP Software and eCAT and 11165000 - Shared Assessment System Electronic Tool.
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	449	0	0	476	449	449	Spend on this project in 2013/14 was previously forecast on the Block Header - 10964000 - C.A.F. Development Team - Social Care It Grant 10/11. Therefore funding for this spend to be vired from Block Header 10964000.
11164000	CAF - GAP Software and eCAT	310	0	0	0	310	310	(31)	0	0	279	(31)	(31)	
11165000	Shared assessment system electronic tool	29	0	0	0	29	29	15	0	0	44	15	15	
11242000	CAF - Kainos Evolve Licences	120	0	0	0	120	120	0	0	0	120	0	0	
		730	**517**	**1,159**	**0**	**2,406**	**730**	**500**	**1,176**	**0**	**2,406**	**(17)**	**(0)**	

Performance Information April 2013 to March 2014

Early Interventions: All Measures								
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Year End Alert	Comments
M09000	% of 16 - 18 year olds not in education employment or training (NEET)	3.6	3			3.6		Now reported under Learning & Achievement
M09008	% pupils supported by Early Intervention Service who are permanently excluded.	0.06				0		
M09009	Policy adopted for People Group / Children's Trust / Health & Wellbeing Board		Yes	No		No		The Joint Children's Commissioning Board is now regarded as the Children's Trust body for the County Council. We are now reformatting the area partnerships aligning these with the Priority Families agenda that will then feed into the Children's Joint Commissioning Board which in turn will feed into the Health and Wellbeing Board and feed across to the Warwickshire Safeguarding Children Board if appropriate.
M09010	Communication strategy written		Yes	Yes		Yes		Yes, draft only.
M09011	% of CAF successful closures					60.9		
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			343		83		
M09015	% NEET young people engaged with TYS			2713		613		This is the 'number of' & includes those At Risk of NEETs.
M09016	Family CAF proposal developed – business case written							In development.
M09017	Service response standard identified in each team business plan.			Yes		Yes		
M09018	EIS Reports provided within 15 working days of assessment					99.6		
M09019	ACE initial contact in 5 working days					100		
M09020	No. CAF's initiated					264		
M09021	No. educational assessments completed on unauthorised encampments.					2		
M09022	% initial contact in 5 working days TYS					85		Target increasingly difficult to achieve due to significant increase in complex referrals and in a number of cases young person not having been made aware that they had been referred.
M09023	% action plan within 20 working days TYS					54		Significant underachievement due to 2 main reasons - young person not aware has been referred and due to major increase in very complex cases both making it difficult to have a suitable number of constructive meetings that enable a meaningful plan to be jointly agreed.
M09007	% satisfaction with service EIS	100		98.7				Reported annually not termly.
M09024	Training offer published.							Workforce development group established. Detailed review of staff training requirements end April.
M09026	% satisfaction with service ACE					100		
M09027	TYS recruitment complete		Yes	Yes		Yes		
M09028	No. CAFs with positive impact that affect emotional well-being.					60		
M09029	No. CAFs with positive impact that affect behaviour.					55		
M09030	No. New arrival assessments					42		
M09031	% of high level SEBD children successfully supported by EIS in transfer to Secondary School							N/A this term.
M09032	TYS needs analysis complete							
M09033	Strategic review business case for targeted support for young people completed		Yes	Yes		Yes		Strategic review business case presented 5th Feb. Process complete.

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

There are no net red risks for this service.

Learning and Achievement - Nigel Minns
Strategic Director - Wendy Fabbro
Portfolio Holder - Councillor Hayfield (Education & Learning)

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
Learning & Achievement - Head of Service	3,310	147	3,457	1,369	(2,088)	This is a planned underspend achieved 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	6,865	(141)	6,724	7,465	741	This relates to the new Post 16 funding regime where the new funding arrangements offers £11,000 per post 16 student and top up funding based on the needs of each individual student. The overspend is the result of (a) An increase in learner numbers (both continuing into a second year and new applications). The service is continuing to systematically negotiate with independent specialist providers a lower rate of funding based on the existing national matrix. There is also action taking place to ensure there is a contribution from Health & Social Care towards top up funding which will be delivered through the accountability of the Joint Commissioning Board. (b) There are also payments made by the Area Behaviour Panels (ABP's) ahead of the financial year but for the Academic year ending in August. These are "Internal" payments and as such cannot be accrued - the allocations for the 14/15 financial year will be adjusted in the next years allocation to the ABP's.
Access & Organisation	26,640	(98)	26,542	25,916	(626)	This partly relates to a decision not to commit to any further expenditure on 2 year old trajectory / capacity building within the DSG. This work will now take place in 2014/15 for the September / January DfE target dates The £0.6m underspend has been used to help cancel out the effect of the overspend of the SEN out of County (DSG) Placements - see below. There has also been a lower than expected take up in 2 year old places which has resulted in the DSG budget further under-spending which again will help cancel out the effect of the overspend of the SEN out of County (DSG) Placements There is also an expected non DSG overspend on Mainstream & Looked After Children (LAC) statutory transport to schools. This was, as expected, £800,000. Changes to practices will be introduced (following consultation) that will contribute to achieving a reduction in on-going expenditure.
Primary Phase	2,451	(35)	2,416	2,341	(75)	
Special Education Needs	34,937	(180)	34,757	39,391	4,634	• SEN Transport has overspent by £2.1m - £650,000 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 down both immediately (where we are not constrained by consultation and Academic Year start dates but also in the medium term i.e. September 2015. • SEN Out of Authority Placements has overspent by £2.985m. 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 go on to receive a statement. The areas of greatest need are Autistic Spectrum Disorder (ASD) and Behavioural, Emotional and Social Difficulties (BESD). With the limited local specialist provision along with the growing referrals it has meant placing an increasing number of pupils in relatively expensive independent specialist provision (although commissioning strategies have helped to peg some of the costs). As part of the DSG officers Task and Finish Group a number of measures have been proposed to address the limited local specialist provision including a new Additional Educational Needs school as well as increased places in Warwickshire based special schools.
Children's Centres	7,576	(7,576)	0	0	0	Transferred to Early Help & Targeted Support - See Appendix E
Schools related residual HR & DSG	6,272	32	6,304	4,485	(1,819)	In 2011, a technical accounting adjustment in the accounts was made to allow for future costs which the Local Authority may have been liable. However, it has now transpired that the original level of provision is no longer required and has been written back to the Local Authority this year. Not related to this but the resulting underspend has been off-set by an overspend that 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.
Net Service Spending	**88,051**	**(7,851)**	**80,200**	**80,967**	**767**	
				Non DSG	1,245	
				DSG/PFI	(478)	

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	Reason for Request
Service Savings (non-DSG)	1,727	(590)	(1,245)	(108)	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**1,727**	**(590)**	**(1,245)**	**(108)**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final 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	
Share of CY-S-02	Reconfigure services for vulnerable children (Learning Difficulties and Disabilities)	1,786	786	1,786	590	1,198	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	
	School/College Transport	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	
	Learning & Achievement management and administration	350	350	350	350	350	
	Double counting of savings	(764)	(764)	(764)	(764)	(764)	
	Early years business, governance and curriculum support to Private, voluntary and Independent (PVI) sector	1,000	1,000	1,000	650	1,000	
	Re-instatement of unachievable original savings and new pressures	(828)	(828)	(828)	(621)	(828)	
	Virtual School restructure and review	100	100	100	100	100	
	Reduced training	41	41	41	41	41	
	Further reduction in management and administration costs	107	107	107	107	107	
	Total	**7,290**	**6,290**	**7,290**	**5,951**	**6,702**	
	Target		**7,290**		**7,290**	**7,290**	
	Remaining Shortfall/(Over Achievement)		**1,000**		**1,339**	**588**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	0	0	0	558	558	9	0	0	568	9	9	Funded from project 11076000.
10024000	Nuneaton/Abbey Children's Centre & Extension at Hatters Space	139	5	0	0	144	139	9	0	0	148	4	4	
10027000	Stratford Primary Places - Alveston	1,240	70	0	0	1,310	1,240	71	0	0	1,311	1	1	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	384	16	0	0	401	384	0	16	0	401	(16)	0	
10033000	Wellesbourne Library Phase 3 Children's Centre	498	12	0	0	510	498	0	12	0	510	(12)	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	38	0	0	2,630	38	38	Project cost increased as a result of a claim for additional fees from the external consultants due to the change of framework agreement during the project.
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 - Bishopton Extension	23	8	0	0	31	23	8	0	0	31	0	0	
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre	305	12	0	0	317	305	0	12	0	317	(12)	0	
10051000	Stratford Primary Places The Willows Extension	687	17	0	0	704	687	15	1	0	704	(1)	0	
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	0	16	0	538	(16)	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	(21)	16	0	626	(37)	(21)	Project complete, unspent funds of £15k to be returned to unallocated balance. £12k relates to a grant never received.
10069000	Wolston Library Phase 3 Children's Centre	178	4	0	0	182	178	0	4	0	182	(4)	0	
10073000	Nuneaton St Nicholas Clinic Phase 3 Children's Centre	333	0	0	0	333	333	0	0	0	333	0	0	
10074000	Cawston 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	11	39	0	650	(39)	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)	0	12	0	(24)	(12)	0	
10231000	Birchwood - Polesworth (Ph 2) Children's Centre	(9)	0	0	0	(9)	(9)	0	0	0	(9)	0	0	

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	
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)	0	5	0	0	(5)	0	
10251000	Stratford High School Extension	4,620	41	0	0	4,661	4,620	21	20	0	4,661	(20)	0	
10254000	Leek Wootton, St John's (Ph2) Children's Centre	(12)	12	0	0	0	(12)	0	12	0	0	(12)	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	0	7	0	197	(7)	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	0	0	0	258	(119)	(119)	Project complete, unspent funds to be returned to unallocated balance.
10357000	Rugby Paddox Primary Amalgamation	1,743	108	0	0	1,850	1,743	29	79	0	1,850	(79)	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	(5)	0	0	4,075	(5)	(5)	
10426000	Rugby Rokeby Junior and Infant Amalgamation	942	0	0	0	942	942	0	0	0	942	0	0	
10433000	Education Capital - Unallocated	0	14	0	0	14	0	0	0	0	0	(14)	(14)	Unspent funds to be returned to unallocated balance.
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	53	173	0	10,075	(173)	0	Slippage due to delay in agreement of final account position
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	0	550	550	0	0	0	550	550	0	0	
10514000	Queen Elizabeth School All Weather Pitch	458	0	0	0	458	458	0	0	0	458	0	0	
10526000	Stratford Bridgetown Primary Extension	2,247	19	0	0	2,266	2,247	44	0	0	2,291	25	25	Funded from unallocated balance 11013000
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	0	0	0	1,059	1,059	(37)	0	0	1,021	(37)	(37)	Unspent funds to be returned to unallocated balance.
10552000	Southam College All Weather Pitch	551	0	0	0	551	551	0	0	0	551	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	27,212	7,500	0	0	34,712	27,212	4,722	0	0	31,934	(2,778)	(2,778)	In year actuals are based upon devolved spending by schools which is unpredictable to forecast.
10970000	CYPF Capital Minor Projects	344	297	0	0	641	344	273	0	0	617	(24)	(24)	
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	1,043	0	0	3,191	2,148	945	6	0	3,099	(97)	(91)	Funds released back to school as part of devolved pot.
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	66	223	0	0	289	66	208	0	0	274	(15)	(15)	Funds released back to school as part of devolved pot.
11066000	St Michaels Primary Extension (Pupil Places)	557	3	0	0	560	557	2	1	0	560	(1)	0	
11067000	Camp Hill Primary Extension (Pupil Places)	1,104	224	0	0	1,328	1,104	212	12	0	1,328	(12)	(0)	
11068000	Wembrook Primary Reorganisation (Pupil Places)	360	19	0	0	379	360	17	2	0	379	(2)	0	
11069000	Sydenham Primary Extension (Pupil Places)	316	1,518	0	0	1,834	316	1,429	14	0	1,760	(88)	(74)	Funds released back to school as part of devolved pot.
11070000	Emscote Infants Extension (Pupil Places)	683	42	0	0	725	683	(1)	31	0	713	(43)	(11)	Funds released back to school as part of devolved pot.

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	
11071000	Shipston Primary Alterations (Pupil Places)	411	65	0	0	476	411	53	11	0	476	(11)	0	
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	678	0	0	684	6	73	606	0	684	(606)	0	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,736	(28)	0	0	1,708	1,736	(27)	0	0	1,709	1	1	
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	417	515	0	1,003	72	330	598	0	1,000	(86)	(3)	Underspend transferred to 10016000.
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	648	25	0	903	(25)	0	
11103000	Long Lawford Primary (pupil places)	1,065	12	0	0	1,077	1,065	8	4	0	1,077	(4)	0	
11104000	Boughton Leigh Infants (Pupil Places)	466	(22)	0	0	444	466	(10)	0	0	456	12	12	Funded from unallocated balance 11013000
11105000	Lillington Primary (Pupil Places)	96	1,178	552	0	1,825	96	747	957	0	1,801	(430)	(25)	Funds released back to school as part of devolved pot.
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	101	3,109	540	0	3,749	101	3,630	18	0	3,749	521	0	
11108000	Oakfield Primary	2,844	16	0	0	2,860	2,844	0	16	0	2,860	(16)	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	81	599	20	700	(99)	0	
11174000	Kingsway Pri extension and reorg (pupil places)	30	752	218	0	1,000	30	572	389	0	991	(180)	(9)	Funds released back to school as part of devolved pot.
11175000	Newburgh Pri additional hall / studio space	9	439	13	0	461	9	456	0	0	465	17	4	
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	271	0	0	743	472	224	47	0	743	(47)	0	
11178000	Woodlands School improve facilities	45	239	16	0	300	45	263	0	0	308	24	8	
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	0	442	0	450	(30)	0	
11181000	Temporary classroom replacement	0	82	0	0	82	0	0	82	0	82	(82)	0	
11182000	Ilmington Pri replace temporary classrooms	44	526	3	0	573	44	550	0	0	594	25	22	Funded from unallocated balance 11013000
11183000	Clifton upon Dunsmore replace temporary classrooms	103	656	381	0	1,140	103	506	531	0	1,140	(151)	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	3	507	0	0	510	3	504	3	0	510	(3)	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	401	0	0	405	4	428	0	0	432	27	27	Increase in costs due to unforeseen mains gas relocation works, provision of temporary classroom & toilet block. This also resulted in additional professional fees.

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	
11200000	The Ferncumbe extension (pupil places)	4	273	10	0	287	4	316	0	0	320	43	33	Increase in costs due to planning restrictions requiring relocation and fire protection for evacuation purposes plus provision of temporary classroom. This also resulted in additional professional fees.
11202000	Quinton Pri expansion (pupil places)	3	361	878	0	1,241	3	280	949	0	1,232	(80)	(9)	
11203000	St Giles Pri parking & pedestrian issues (H&S)	0	40	0	0	40	0	44	0	0	44	4	4	
11204000	Tysoe temporary classroom replacement	0	274	0	0	274	0	45	229	0	274	(229)	0	Project start was delayed due to the presence of Asbestos on site in 2 of the temporary classrooms. The school are aware of the delay and have alternative accommodation in place in the interim.
11205000	Water Orton temporary classroom replacement	0	0	253	0	253	0	7	247	0	253	7	0	
11206000	Telford Infants temporary classroom replacement	6	275	7	0	288	6	256	26	0	288	(19)	0	
11207000	Telford Junior temporary classroom replacement	7	215	25	0	247	7	206	31	0	244	(9)	(3)	Funds released back to school as part of devolved pot.
11209000	Wembrook Primary additional studio hall space	14	411	0	0	425	14	404	7	0	425	(7)	0	
11210000	Exhall Cedars Inf temporary classroom replacement	1	258	9	0	268	1	271	0	0	272	13	4	
11211000	Coten End Primary expansion (pupil places)	3	652	2,130	115	2,900	3	598	2,169	115	2,884	(55)	(16)	Funds released back to school as part of devolved pot.
11247000	2 Year Old Offer - Capital Funding	0	415	271	0	686	0	246	440	0	686	(169)	0	
11249000	Bishopton School extension - targeted basic need	0	0	876	1,624	2,500	0	6	870	1,624	2,500	6	0	
11250000	Brooke School extension - targeted basic need	0	50	900	0	950	0	3	947	0	950	(47)	0	
11251000	Budbrooke School extension - targeted basic need	0	50	520	480	1,050	0	0	0	0	0	(50)	(1,050)	Project cancelled and funds transferred to new scheme at Aylseford per Cabinet report 8th May 2014
11252000	Henry Hinde Infant School extension - targeted basic need	0	30	502	418	950	0	9	523	418	950	(21)	0	
11253000	Lapworth School extension - targeted basic need	0	40	610	0	650	0	8	642	0	650	(32)	0	
11254000	Milverton School extension - targeted basic need	0	50	538	462	1,050	0	0	0	0	0	(50)	(1,050)	Project proposal withdrawn per Cabinet report 8th May 2014. Use of £928,563 targeted basic need grant under review - need to agree options with DfE. £121,437 L&A funding to be returned to unallocated balance
11255000	Paddox School extension - targeted basic need	0	125	910	1,215	2,250	0	7	1,028	1,215	2,250	(118)	0	Project start was delayed due to extended discussions with stakeholders.
11256000	St Michael's CE School extension - targeted basic need	0	0	488	762	1,250	0	0	488	762	1,250	0	0	
11257000	Welcombe Hills School extension - targeted basic need	0	85	285	580	950	0	2	368	580	950	(83)	0	
11258000	New AED School - targeted basic need	0	130	570	5,300	6,000	0	8	692	5,300	6,000	(122)	0	Project start was delayed due to the late appointment of the school sponsor.
11260000	St Marys Southam Fire damage	0	4	196	0	200	0	4	196	0	200	0	0	
11261000	Shipston High extension (pupil places)	0	20	790	790	1,600	0	4	806	790	1,600	(16)	0	
11262000	Cawston Grange extension (pupil places)	0	50	1,225	1,225	2,500	0	4	1,271	1,225	2,500	(46)	0	
11263000	Long Lawford extension (pupil places)	0	0	497	478	975	0	3	494	478	975	3	0	
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	50	925	925	1,900	0	3	972	925	1,900	(47)	0	
11266000	St Benedict's extension (pupil places)	0	158	13	0	170	0	142	25	0	167	(15)	(3)	Funds released back to school as part of devolved pot.
11267000	2013-14 Schools Disability Access block header	0	0	500	0	500	0	0	500	0	500	0	0	
11268000	Queen Elizabeth - contribution to PSBP re extra pupil places	0	0	1,750	0	1,750	0	0	1,750	0	1,750	0	0	

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	
11269000	Woodlands Special School (pupil places)	0	170	225	0	395	0	10	385	0	395	(160)	0	Project start was delayed due to planning application process taking longer than expected
11271000	Alcester St Nicholas Academy extension	0	10	310	0	320	0	6	314	0	320	(4)	0	
11270000	Shipston Primary extension	0	0	90	0	90	0	1	89	0	90	1	0	
11273000	Newbold Riverside Children's Centre - Outside Area	0	0	0	0	0	0	6	0	0	6	6	6	Small revenue funded construction works at the Children's Centre approved by John Betts.
11313000	New primary provision at Aylesford school - TBN	0	0	0	0	0	0	0	570	480	1,050	0	1,050	New project as reported to Cabinet 8th May 2014
		83,815	**26,366**	**19,799**	**14,944**	**144,924**	**83,815**	**20,319**	**22,196**	**14,482**	**140,812**	**(6,046)**	**(4,111)**	

Performance Information April 2013 to March 2014

Learning & Achievement: All Measures						
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Period Actual 31/03/2014**	**Period Alert**	**Comments**
M11001	% of pupils achieving 5 A*-C at GCSE including English and Maths or equivalent	63.1	65	65.3		
M11010	% of young people achieving Level 2 by 19	83.5	85	83.9		83.9 is Summer 2013 figure reported in March 14.
M11015	% of young people achieving Level 3 by 19	58.6	62	59.4		59.4 is Summer 2013 figure reported in March 14.
M11000	% of Warwickshire schools judged good or outstanding	65.6	70	73		
M11011	Gap between performance of disadvantaged children and their peers (measured by % achieving 5 or more A*-C grades GCSEs including E&m by Pupil Premium)	33	32	32		32 is the performance gap for summer 2013 examination results. The LA has set challenging targets in the Business Unit Plan to reduce the gap to 0 by 2017/18.
M11009	Number of permanent exclusions	11	20	14		Permanent exclusions from LA Maintained Schools only.
M11006	Looked after children achieving level 4 at Key Stage 2 in English	79		68		Exams taken in May.
M11007	Looked after children achieving level 4 at Key Stage 2 in Maths	71		64		Exams taken in May.
M11008	Looked after children achieving 5 A*-C at GCSE including English and Maths or equivalent	23		20		Exams taken in May/June.
M11013	Number of Looked after Children (LAC) in a positive destination at age 19.	61		51		
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		31		
M11002	% of 16-18 year olds who are NEET	3.6	3	3.6		The 2012/13 figure reports on the average NEETs figure across November 2012, December 2012 and January 2013. This is published by the DfE in the following June. Therefore in March 2014 the latest data available is 2012/13 NEETs. The LA has set challenging targets in order to move towards RPA of 100% participation by 2015. Budget savings and changes to the LA duties have all impacted on progress towards reducing NEETs.
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		

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

There are no net red risks for this service.

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

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
Customer Contact and E-services	3,147	(595)	2,552	2,488	(64)	The Warwickshire Local Welfare Scheme is underspent by £258,000. This is a ring-fenced grant which will cease in 2015-16. The current 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. Also, additional expenditure was undertaken to further progress the Digital by Default project. This has been funded by the increased income generated by the Registration Service.
Marketing & Communications	393	(28)	365	342	(23)	Additional income generation from the Communications Service.
One Front Door (Formerly One Stop Shops)	294	(17)	277	225	(52)	The underspend is due to the restructure of the Library/Registration/One Stop Shop management team and is part of the overall savings required by the Library Service.
Registration Services	158	(39)	119	(91)	(210)	Surplus is a result of increased income generation. This underspend was used to primarily support, the Digital by Default programme
Other Customer Services	545	(3)	542	621	79	The overspend is a result of redundancy costs and bad debt provision.
Business Development	305	(2)	303	283	(20)	
Library & Information Services	5,078	(392)	4,686	4,734	48	Overspend relates to the additional costs of the reconfiguration of Bedworth Library, in order to accommodate the Registration Service.
Customer Relations	258	(9)	249	237	(12)	
Net Service Spending	**10,178**	**(1,085)**	**9,093**	**8,839**	**(254)**	

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	Reason for Request
Service Savings	491	(491)	(4)	(4)	Please refer to Appendix V for a detailed analysis of the use of reserves
Warwickshire Local Welfare Scheme	0	405	258	663	
Total	**491**	**(86)**	**254**	**659**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Actual to Date £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	824	788	824	788	788	The delivery of £150,000 of the 2011-14 savings plan in 2014/15 was agreed as part of setting the 2013/14 budget in February 2013.
CW-CL-01 and 12	Customer Relations	50	50	50	50	50	
CW-CC-02	Library Services reconfiguration	471	471	621	471	621	
CW-CC-03	Integrated Model for Communications	93	129	93	129	129	
	Total	**1,438**	**1,438**	**1,588**	**1,438**	**1,588**	
	Target		**1,438**		**1,438**	**1,588**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	150	303	501	0	0	A number of key projects are starting this year and the bulk of the expenditure will be next year 2015/16
10624000	Libraries Radio Frequency Identification	770	91	0	0	861	770	124	(7)	0	887	33	26	In order to implement self service, additional building works were required to redesign library layouts to maximise the use of this technology, which were not originally foreseen and as a result of customer behaviour, changes were required. Financed from project 11104000 £3,000 and 10631000 £23,000.
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	77	0	0	298	221	110	0	0	331	33	33	Budget to be used to cover the overspend in relation to the additional building works that were required to redesign library layouts to maximise the use of this technology. £56,000 Revenue Contribution.
10645000	One-Stop Shops Expansion Programme 2009/10	0	0	180	90	270	0	0	180	90	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	0	480	600	1,920	3,000	0	41	250	2,706	2,997	(439)	(3)	Currently no key projects being delivered in relation to One Front Door. However the One Organisational Plan savings will require reconceptualisation on how services are delivered through the One Front Door and capital investment will be required to enable this to happen.
11077000	Capital Fund for Community Libraries	90	0	0	0	90	90	0	0	0	90	0	0	
11293000	Community Information Hubs	0	0	100	0	100	0	0	100	0	100	0	0	
		1,313	**653**	**1,332**	**2,010**	**5,308**	**1,313**	**280**	**673**	**3,099**	**5,364**	**(373)**	**56**	

Performance Information April 2013 to March 2014

Customer Service: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M01000	% Satisfaction level with the quality of services received	62	86.7	71	▲	71	Whilst the performance on the level of satisfaction with the quality of service received was lower than the stretching target set in 2013/14, the results indicate that there has, over the last 12 months, been a 9% increase in satisfaction levels when compared to the results reported in 2012/13.
M01005	Enquiries by the public resolved at first point of contact - OSS (%)	92	80	98.5	★	98.5	
M01012	Number of visits to libraries	1721544	1730152	1723352	●	1723352	Closure of Bedworth Library for installation of Registration (closed 2/12/2013 - 12/01/2014 inclusive) and ongoing service reduction at Southam Library affecting figures (a new Library is currently being built, current operations are from an alternative site). Bedworth showed a drop of 8.8% on 2012/13 actuals with Southam showing a 40% drop on 2012/13 actuals.
M01030	% of complaints responded to within agreed timescales - general		80	94	★	94	
M01096	% of complaints responded to within agreed time scales - Adults	35	60	18	▲	18	The continuing decline in timescale compliance is of concern. The CRT Manager is in regular contact with the respective Heads of Service in People Group, to address the issues. A detailed action plan with timescales has been put in place and will re monitored regularly with the relevant Head of Service.
M01097	% of complaints responded to within agreed time scales - Children	58	80	25	▲	25	The continuing decline in timescale compliance is of concern. The CRT Manager is in regular contact with the respective Heads of Service in People Group, to address the issues. A detailed action plan with timescales has been put in place and will re monitored regularly with the relevant Head of Service.
M01100	No of processes transferred to digital against each identified major customer contact area.		6	10	★	10	

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

There are no net red risks for this service.

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	41	(4)	37	247	210	The underspends in Corporate Finance & Advice, Communities Finance and People Group Finance were largely the result of vacancies, which were either waiting to be filled or were held vacant in preparation for delivering the spending reductions for 2014/15. An element of the savings target was held against the Head of Service line and offsets these underspends. The overspend on Treasury relates to an under recovery of income from short term investments over the corporately set target. This is being addressed in 2014/15. In addition, the service has generated additional income from its traded activities with schools and with district and borough councils, as well as unexpected additional one-off procurement income (from contract rebates), which was received late in Quarter 4.
Corporate Finance and Advice	715	(15)	700	572	(128)	
Treasury, Exchequer, Finance Systems, Pensions	484	(67)	417	880	463	
Communities Group and Fire & Rescue Local Finance, Procurement	994	(27)	967	440	(527)	
People Group Local Finance, Financial Benefits & Advice	2,002	(56)	1,946	1,725	(221)	
Resources Local Finance, Schools Strategy & Support, Payroll	468	(59)	409	248	(161)	
Net Service Spending	**4,704**	**(228)**	**4,476**	**4,112**	**(364)**	

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	Reason for Request
Service Savings	1,487	(1,487)	364	364	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**1,487**	**(1,487)**	**364**	**364**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	1,125	1,125	1,125	1,125	1,125	The 2011-14 savings plan has been fully delivered by 31 March 2014.
RE-FI-01	Financial process efficiencies	725	725	725	725	725	
RE-FI-03	Reduction in financial support to both members and managers						
	Sub total	**1,850**	**1,850**	**1,850**	**1,850**	**1,850**	
	Target		**1,850**		**1,850**	**1,850**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

Performance Information April 2013 to March 2014

Finance: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M02000	Budget variance: percentage end year variance from budget		0	-5		-5	The overall revenue variation to net budget for the Council as a whole (including business rates and dedicated schools grant) is estimated to be around -5%. This includes the late receipt of national grants and ring fenced funding. Detailed reasons for individual Business Unit variations as well as an analysis of the overall financial position as at 31st March is contained in the outturn report.
M02001	Corporate revenue & capital spending plan & forecasts produced by due date		Yes	Yes		Yes	The two Leader's announcements on the Medium Term Financial Plan and One Organisation Plan and reports to Cabinet in December 2013 and January 2014 as well as Council in February were all delivered to deadline.
M02014	Treasury Management strategy produced that supports the MTFP		Yes	Yes		Yes	The Treasury Management strategy for the Authority (for 2014/15) was approved by Council on 25 March 2014. The 2013/14 treasury management strategy has delivered returns in line with the benchmark, whilst remaining liquid (i.e. we can return to cash swiftly) and prudent (i.e. no investments have resulted in negative returns or losses).
M02083	% of milestones within the medium term financial plan that are met		100	100		100	All key milestones were met to deliver the medium term financial plan, which was published to the agreed date.

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

There are no net red risks for this service.

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

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
Advisory Services (including Health & Safety)	1,519	67	1,586	1,352	(234)	£68,000 relates to the Health and Safety Budget slippage in staff recruitment and agency charges in year. £8,000 relates to slippage in vacancies/secondments within Advisory Service. Some redundancy costs saved
Equalities and Diversity	219	(9)	210	313	103	£30,000 redundancy for 2013/14 savings plan. Under recovery of internal income for additional work
Human Resources Service Centre	1,334	(66)	1,268	1,311	43	Planned overspend on Customer Relationship Management project to be funded from other underspends in business unit.
Learning & Organisational Development	1,256	38	1,294	953	(341)	Underspent centralised training as a result of organisational changes which in turn causes delay in training programmes. Learning & Organisational Development Social Care Underspend £140,000 - £40,000 salary costs; £100,000 Delay in delivery of planned development programmes, and structural changes within the team. This underspend is a one off and in the 2014-15 period this will be rectified. Demand for social care training is increasing and support for the People Group workforce essential as they deliver the OOP.
Business Partners	655	(15)	640	638	(2)	
Human Resources Head of Service	447	(6)	441	386	(55)	£80,000 underspend on apprenticeships and redundancy costs for union representative
Net Service Spending	**5,430**	**9**	**5,439**	**4,953**	**(486)**	

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	Reason for Request
Service Savings	1,129	(1,129)	406	406	Please refer to Appendix V for a detailed analysis of the use of reserves
Apprenticeship Programme	0	967	80	1,047	
Total	**1,129**	**(162)**	**486**	**1,453**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CL-12	Additional income generation in Equality and Diversity	15	15	15	15	15	
CW-WS-03	HR Advisory Service	70	70	70	70	70	
CW-WS-04	HR Business Partnership	18	18	18	18	18	
CW-WS-06	Management restructure in Workforce, Strategy and Development	80	80	80	80	80	
	Total	**683**	**683**	**683**	**683**	**683**	
	Target		**683**		**683**	**683**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

Performance Information April 2013 to March 2014

HR & OD: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	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. Survey Planned for June/July 2014.
M03019	% of staff satisfied with the training & development that they receive in their current job	66.6	70				No survey in 2013-14. Survey Planned for June/July 2014.
M03020	% staff who believe the County Council is an equal opportunities employer	85.1	86				No survey in 2013-14. Survey Planned for June/July 2014.
M03066	% Delivery against workforce plans (WCC)		100	92		92	Whilst not achieving the 100% target for 2013/14, progress against the delivery against workforce plans remains within tolerance
M03067	% Delivery of management workforce reports		100	100		100	By the end of Q4 all Business Units are in receipt of workforce reports.

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

There are no net red risks for this service.

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

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
Head of Service	588	(23)	565	165	(400)	£428,000 Funding deliberately held back to attract Government match funding as part of BDUK phase 2 as per paper to Cabinet on the 5 June 2014
Members Support	98	(64)	34	38	4	
ICT General Unit Charge	(507)	507	0	0	0	
Strategy and Programme & Innovation	971	0	971	968	(3)	
Corporate ICT Development	1,661	0	1,661	1,605	(56)	Slight underspend due to delays in a small number of Corporate ICT Development projects
R&D Infrastructure Projects	31	(31)	0	0	0	
Customer and Supplier Services	594	1,666	2,260	2,126	(134)	Underspend generated as redundancy cost associated with the One Organisational Plan were lower than predicted at quarter 3
Production Services	1,041	2,280	3,321	3,151	(170)	
Systems Design & Architecture	1,641	(97)	1,544	1,539	(5)	
Schools and Network Team	788	431	1,219	1,223	4	
Information Management	286	(11)	275	271	(4)	
Net Service Spending	**7,192**	**4,658**	**11,850**	**11,086**	**(764)**	

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	Reason for Request
Information Assets - Equipment reserve	171	0	**0**	171	Please refer to Appendix V for a detailed analysis of the use of reserves
ICT - Unit Charge Equalisation Account	625	0	**0**	625	
Service Savings	561	(561)	764	764	
Total	**1,357**	**(561)**	**764**	**1,560**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	890	890	890	890	890	The 2011-14 savings plan has been fully delivered by 31 March 2014.
RE-IT-01-03	ICT savings via hours reduction, restructuring and general efficiencies	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	
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	
New	Printing Savings	28	28	28	28	28	
		1,303	**1,303**	**1,303**	**1,303**	**1,303**	
	Target		**1,303**		**1,303**	**1,303**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	86	43	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	228	4,271	5,213	9,846	133	202	4,301	5,213	9,850	(26)	4	
11238000	Infrastructure e - government	0	0	0	0	0	0	223	0	0	223	223	223	The capitalisation of IT hardware and software funded from revenue contributions
		715	**426**	**4,271**	**5,213**	**10,626**	**715**	**581**	**4,344**	**5,213**	**10,853**	**198**	**228**	

Performance Information April 2013 to March 2014

Information Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M03001	% staff who are flexible workers						We are unable to report on the proportion of staff who are flexible workers. In order to accurately record this information, structural changes to our HR System are required and whilst a change request has been made, there is currently no capacity within the support team to do this as it not currently a high priority for the Organisation.
M04004	% of support calls resolved at the point of contact	38.08	40	47.9		47.9	
M04007	Overall Unavailability of ICT - (i.e. whole network) (SOCITM Level 1 KPI 15)	0	14	3		3	
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	94.06		94.06	
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				On Target and defined within Programme Plan
M04143	Implementation of first phase of Broadband Extension as defined in the procurement		Yes	Yes		Yes	

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

There are no net red risks for this service.

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

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	(10)	526	388	(138)	Three staffing vacancies which have now been recruited to. Also, Police & Crime Commissioner's grant monies received relating to the previous financial year.
School Governor Services	55	(6)	49	43	(6)	Additional trading income generated.
Insurance, Internal Audit and Risk Management	514	(19)	495	469	(26)	Staffing vacancy. Position to be filled in 2014/15 financial year.
Law and Governance Administration	1	(2)	(1)	(1)	0	
Legal Services	(451)	(86)	(537)	(691)	(154)	Reduced expenditure (approx. £75,000) and higher income from increased demand (approx. £75,000).
Legal Core	438	0	438	419	(19)	One off repayment of legal fees by third party for a property disposal
Net Service Spending	**1,093**	**(123)**	**970**	**627**	**(343)**	

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	Reason for Request
Service Savings	223	(223)	343	343	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**223**	**(223)**	**343**	**343**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	365	367	365	367	367	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CC-05 and LG-02	Transformation of Corporate Governance support	57	55	57	55	55	
CW-LG-03	Reduce core legal discretionary services	3	3	3	3	3	
	Total	**425**	**425**	**425**	**425**	**425**	
	Target		**425**		**425**	**425**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

Performance Information April 2013 to March 2014

Law & Governance: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	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 Law & Governance Business Unit from external legal income	22	50000	67000		67000	
M05074	% Maintained schools purchasing School Governor Development Services	81	85	95		95	

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

There are no net red risks for this service.

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

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
Physical Assets General	731	18	749	519	(230)	A re-phasing of the commitment to the ongoing planning application for the redevelopment of a Warwickshire site.
Construction Services	2,403	22	2,425	2,025	(400)	£209,000 underspend on the council's carbon reduction commitment, due to the continued good performance to reduce the council's carbon emissions. The remainder is one-off additional income earned from building maintenance trading activity.
Facilities Management	10,036	(265)	9,771	9,088	(683)	£391,000 trading surplus in schools Catering achieved due to the amount of trading days being better than forecast. This is explained by the absence of school closures which in the past have been forced by snow, industrial action etc. The remainder is the re-phasing of the ongoing commitment to Fire Risk Assessments, the volume of which is required to be completed in 2014/15.
Estates & Smallholdings	169	(15)	154	105	(49)	Rate rebate on Northgate Street, and one-off income earned from the increasing level of property disposal projects.
Asset Strategy	294	(15)	279	244	(35)	Staff vacancies subject to finalisation of team restructure.
Programme Management & Special Projects	223	311	534	667	133	A re-phasing of the ongoing commitment to the one-off costs to deliver the Property Rationalisation savings target.
Early Repayment of Self Financed Borrowing	0	0	0	0	0	Self financing borrowing will not be repaid early as planned. Now the revised proposal is to direct underspends towards meeting the one-off costs to achieve planning consents to maximise the value from property disposals. This is a priority in the One Organisational Plan savings targets for Physical Assets to deliver major property disposals to reduce debt. The proposal is to create a reserve to hold this as explained in appendix V.
Net Service Spending	**13,856**	**56**	**13,912**	**12,648**	**(1,264)**	
				Service	(1,055)	
			Carbon Reduction Commitment		(209)	

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	Reason for Request
Service Savings	197	0	768	965	Please refer to Appendix V for a detailed analysis of the use of reserves
Salix Energy Management Reserve	404	0	(104)	300	
Catering Equalisation Account	302	0	391	693	
Traded Services Equipment	35	0	0	35	
Total	**938**	**0**	**1,055**	**1,993**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	The delivery of £784,000 of the 2011-14 savings plan in 2014/15 was agreed as part of setting the 2013/14 budget in February 2013.
EE-ER-03 and 04	Rural Services : Review of rents and income generation	5	5	5	5	5	
RE-PR-02 and 03	Rationalise existing accommodation - There are three aspects to this work - release, disposal and better utilisation - as well as the rationalisation of professional support	1,602	1,602	2,386	1,602	2,386	
	Total	**3,637**	**3,637**	**4,421**	**3,637**	**4,421**	
	Target		**3,637**		**4,421**	**4,421**	
	Remaining Shortfall/(Over Achievement)		**0**		**784**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget: Earlier Years	Approved Budget: 2013/14 £ 000's	Approved Budget: 2014/15 £ 000's	Approved Budget: 2015/16 and later £'000	Approved Budget: Total £ 000's	Actual/Forecast: Earlier Years	Actual/Forecast: 2013/14 £ 000's	Actual/Forecast: 2014/15 £ 000's	Actual/Forecast: 2015/16 and later £'000	Actual/Forecast: Total £ 000's	Variation: Variance in Year £ 000's	Variation: Total Variance £ 000's	Reasons for Variation and Management Action
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	189	736	0	0	925	189	525	211	0	925	(211)	0	Various unexpected problems caused delays on site, slowing progress of the work.
10972000	Planning Consent For Europa Way	73	250	0	0	323	73	258	34	0	365	8	42	Final planning permission for Europa way to be financed by Revenue Contribution
11053000	Demolition Works - Sparrowdale Special School	209	0	0	0	209	209	0	0	0	209	0	0	
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	5,862	3,639	177	0	9,677	5,862	4,004	13	0	9,879	366	202	Project increase relates to additional works requested by the school. All additional costs fully funded by the school.
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	18	55	0	0	73	18	42	1	0	61	(13)	(12)	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	150	600	0	750	0	0	750	0	750	(150)	0	Start of project delayed awaiting agreement about the future use of the space
11157000	Nton Higham Lane Sch - Repl Modular Classrms (Fire Dam	0	0	0	0	0	0	0	0	0	0	0	0	
Property Rationalisation Programme						0	0	0	0	0	0			
11041000	Rationalisation Of The Council's Property	396	38	209	0	643	396	46	201	0	643	8	0	
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	300	50	0	481	(50)	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	5	0	0	98	93	0	5	0	98	(5)	0	

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	530	0	3,500	1,260	1,351	889	0	3,500	(359)	0	Works have been delayed due to change in scope to accommodate Digital Mail Room and Records Management Hub, which involved a change to listed building consent. This has now been secured and works will recommence 26th May 2014.
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	199	448	0	0	647	199	404	43	0	647	(43)	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	0	674	0	0	674	0	326	348	0	674	(348)	0	Changes to original scope delayed start of project moved from a two centre solution to a single site solution requiring planning approval for modular extension.
Structural Maintenance						0	0	0	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	(6)	0	0	450	456	(6)	0	0	450	(0)	(0)	
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	2,055	(66)	0	0	1,989	2,055	(70)	0	0	1,985	(5)	(5)	
11029005	Warwick Barrack St Block - Ph 2 Catholic 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	9	0	0	1,149	1,140	9	0	0	1,149	0	0	
11031000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2011/12	3,183	(1)	0	0	3,182	3,183	5	0	0	3,188	5	5	
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	(35)	0	0	57	4	4	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,844	15	0	0	1,859	1,844	(3)	0	0	1,841	(18)	(18)	
11034000	Schools Capital Asbestos And Safe Water Remedial Works 2012/13	1,206	77	0	0	1,283	1,206	76	0	0	1,282	(1)	(1)	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,669	229	0	0	5,898	5,669	166	0	0	5,835	(63)	(63)	
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	311	0	0	311	0	291	20	0	311	(20)	0	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	2,464	0	0	2,464	0	2,035	500	0	2,535	(429)	71	Add £18,000 (£18,093) reallocation from non schools projects 11029000,11032000,11033000,,11096000 11162000, 11168000. RCCO Contribution increased by £54,000 (£70k to £124k). Budget moved forward year for projects committed not yet complete.
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	0	1,292	0	0	1,292	0	1,237	55	0	1,292	(55)	(0)	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	0	5,818	0	0	5,818	0	5,876	102	0	5,978	57	160	Add £61k (£61,409) reallocation from non schools projects 11030000,11031000,11034000,11035000 11161000. RCCO Contribution increased by £45,000 (£203k to £248,675). Grant from schools for works increased by £52,594 Budget moved forward year for projects committed not yet complete.
11042000	Structural Maintenance 2011/12 - Revenue Funded	233	0	0	0	233	233	0	0	0	233	0	0	

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	
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	
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	0	311	0	311	0	0	311	0	311	0	0	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	0	1,291	0	1,291	0	0	1,291	0	1,291	0	0	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	0	0	2,522	0	2,522	0	0	2,522	0	2,522	0	0	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	0	5,565	0	5,565	0	0	5,565	0	5,565	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	19	0	0	93	(3)	(3)	
11162000	Llandudno Marle Hall Oec - Boiler Repl	214	9	0	0	223	214	9	0	0	223	0	0	
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	39	0	0	385	346	39	0	0	385	0	0	
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	311	311	0	0	0	311	311	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	0	311	311	0	0	0	311	311	0	0	
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0	
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0	
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11288000	Schools Asbestos & Safe Water Remedials 2017/18	0	0	0	1,292	1,292	0	0	0	1,292	1,292	0	0	
11289000	Schools Planned Bldg, Mech & Elect Backlog 2016/17	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
11290000	Schools Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,569	2,569	0	0	0	2,569	2,569	0	0	
Facilities						0	0	0	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	92	151	0	289	46	105	138	0	289	13	0	

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	
Energy						0	0	0	0	0				
10400000	Climate Change 2009/10	180	91	83	0	354	180	77	97	0	354	(14)	0	
10410000	Climate Change 2007/08	276	83	0	0	359	276	74	9	0	359	(9)	0	
11135000	Various Properties - Reducing Energy	0	129	915	1,200	2,244	0	0	1,044	1,200	2,244	(129)	0	
11136000	Various Properties - Renewable Energy	2	250	2,000	3,648	5,900	2	73	1,677	3,648	5,400	(177)	(500)	Slippage and reduction in funding (£500,000 contribution from the farmer) relates to the inability to deliver the proposed 100kW Anaerobic Digester project at Butlers Road Farm, Long Compton due to site issues. In the medium term, the rest of the council smallholdings estate will be reviewed to establish where other similar projects might be developed. Other slippage was caused mainly by proposed solar PV projects not passing all the tests necessary
11159000	Wark Saltisford Office Park - Pv Micro Genertn Syst	108	6	0	0	114	108	4	2	0	114	(2)	0	
Smallholdings			0			0	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	1	0	0	312	1	1	
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	20	0	0	284	264	20	0	0	284	(0)	(0)	
11138000	Smallholdings - Decent Homes Standard 2012	429	98	0	0	527	429	85	0	0	514	(14)	(14)	
11139000	Rural Services Capital Maintenance 2012/13	701	292	0	0	993	701	281	0	0	982	(11)	(11)	
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	4	7	239	0	250	4	6	240	0	250	(1)	0	
11139058	Wolston South Lodge Farm - construction of new parlour, dairy and collecting yard + new stock building	41	484	0	0	525	41	499	0	0	540	16	16	
11140000	Rural Services Capital Maintenance 2013/14	0	242	0	0	242	0	254	10	0	264	12	22	RCCO Contribution for Projects that have been Capitalised of £41,000, Budget of £26,000 moved forward to 14/15 allocation for planned project not yet started.
11141000	Rural Services Capital Maintenance 2014/15	0	0	788	0	788	0	0	814	0	814	0	26	26k moved forward from 13/14 budget allocation.
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	789	789	0	0	0	789	789	0	0	
11291000	Rural Services Capital Maintenance 2016/17	0	0	0	789	789	0	0	0	789	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		31,665	**20,014**	**15,381**	**27,303**	**94,362**	**31,665**	**18,375**	**16,943**	**27,303**	**94,285**	**(1,639)**	**(77)**	

Performance Information April 2013 to March 2014

Physical Assets: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M06000	% of our retained operational property portfolio having optimum utilisation	90	95	90		90	Need to reconsider the metrics of this item and its relevance.
M06001	% of corporate projects which deliver CO2 reductions	-32	-2.5	13		13	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	13.95		13.95	Completed small shortfall on target due to deferred Cabinet decisions
M06102	Achieve property rationalisation savings target (£m)		1.6	1602		1602	
M06103	% achievement against budget on PRP		100	100		100	
M06104	% achievement against time targets on PRP		100	100		100	

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

There are no net red risks for this service

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

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
Performance & Planning	798	(23)	775	699	(76)	One-off part year effect of vacant posts
Observatory	358	36	394	423	29	Budgeted external income levels not currently being achieved
Service Improvement and Change Management Admin	176	(5)	171	133	(38)	Underspend on projects.
Development and Support	940	(18)	922	698	(224)	Vacant posts due to secondment and long term sickness not backfilled and Resources Development Fund previously ear-marked for expenditure in 2013/14 now will be spent in early 2014/15. £35,000 is underspend of transformation funded projects.
Corporate Programme Management Office	247	90	337	290	(47)	2014/15 savings realised early
Commercial Enterprise	230	(6)	224	207	(17)	Underspend of transformation funded projects.
Net Service Spending	**2,749**	**74**	**2,823**	**2,450**	**(373)**	

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	Reason for Request
Service Savings	368	(368)	373	373	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**368**	**(368)**	**373**	**373**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	263	263	263	263	263	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CL-14	Reduction in support services	17	17	17	17	17	
PPU-02	Generating income through charging for consultation activities	30	30	30	30	30	
	Total	**310**	**310**	**310**	**310**	**310**	
	Target		**310**		**310**	**310**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

Performance Information April 2013 to March 2014

SICM: All Measures							
Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M07041	% Increase in satisfaction with service provision		5	5		5	This relates to the change in service provision following completion of the transformation through strategic commissioning programme and was managed by the now closed Corporate Programme Management Office
	Number of Service Reviews delivering full business case to schedule		4	12		12	Despite the target for the number of service review delivering full business case to schedule being set at 4 for 2013/14. The early completion of the Transformation through Strategic Commissioning Programme resulted in a total of 12 services reviews delivering full business cases by the end of March 2013
M07095	% of corporate frameworks scheduled for review completed (March 2014)		100	75		75	During the early period of 2013/14, SICM were able to report that all the initial frameworks targeted for review had been met. However, a number of additional frameworks were identified as requiring a review and at the year end, not all of these subsequently identified reviews have been completed. A review of the Planning & Performance Framework was begun in the final quarter of 2013/14, following the approval of the One Organisational Plan by Full Council at the end of February. The review and subsequent revision of the framework, to ensure that it is aligned to and supports the delivery of the OOP has (as at the end of June) now been completed.
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	
M07097	WES reports a quarterly contribution figure which reports < / = 0% gross contribution by Quarter 4 full year 2013/14		100			100	

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

Sustainable Communities - Mark Ryder
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Cockburn (Deputy Leader & Rural Growth Network), Councillor Caborn (Community Safety), Councillor Stevens (HS2), Councillor Butlin (Transport & Planning), Councillor Clarke (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	307	19	326	262	(64)	£72,000 additional budget returned Jan 2014 as a result of early debt repayment. Insufficient time to decide how to use the resources.
Waste Management	18,081	(22)	18,059	17,814	(245)	Variety of under/overspends across the service - increased green waste tonnages (£156,000 over) increased income relating to W2R PFI credits (£385,000 under) / other minor variances (£16,000 under).
Rural Services	188	(5)	183	154	(29)	Additional income generation in Estate Development £17,000. Savings on expenditure on Supplies & Services.
Country Parks	184	(14)	170	222	52	An exceptionally turbulent year end with peaks and troughs of income and business activity. Revenue contribution to new barrier systems made in March 2014 which had not been forecast.
Forestry	167	(2)	165	188	23	Staff absences and increased work load resulted in Forestry contracts being delivered through external contractors.
Gypsy & Traveller Services	(15)	(3)	(18)	(44)	(26)	Increased income from good occupancy rates at the Gypsy & Traveller sites.
HS2	400	0	400	128	(272)	Budget spend is intrinsically linked to the government timetable for HS2, so a large portion of spend is reactive. Potential legal costs were not realised at the end of 2013/14 resulting in the underspend.
Regeneration Projects & Funding	878	(14)	864	663	(201)	£94,000 relates to savings on salaries due to vacancies/ maternity leave. Remaining underspends are on project budgets and other running costs.
Going for Growth	1,058	(200)	858	666	(192)	£155,000 on Apprenticeship Hub - commitments not fully known till end of year. Project is now to be re-profiled to fit with service need. £50,000 underspend on Small Business Loans already agreed to be re-allocated to Access to Finance in 2014/15 and forms part of carry forward request. Small overspend on Operation Footfall which was funded by Regeneration Projects.
LEP Delivery Team	3,233	(11)	3,222	1,063	(2,159)	£1.99m relates to Rural Growth Network grant - first part year of pilot project which completes in September 2015. A few months of set up time, tendering etc. and evaluating projects for grant funding - majority of spend will be in 2014/15. £160,000 is balance of one-off funding received in 2013/14 for the new Infrastructure team which forms part of the carry forward request.
Service Transformation	16	0	16	0	(16)	This budget was reserved for potential redundancy costs but was not required in 2013/14.
Asset Management	(224)	(119)	(343)	(654)	(311)	Increased occupancy rates in Business Centres resulted in increased income of £207,000 and £104k unanticipated dividend income from University of Warwick Science Park.
Education Business Partnership	1	0	1	2	1	
Planning & Development Group	14	(23)	(9)	(133)	(124)	£84,000 relates to prior years grant funding which is allocated for specific purposes but can no longer be treated as a receipt in advance. Balance is additional income generation on S38, pre-applications and monitoring/ compliance work.
Net Service Spending	**24,288**	**(394)**	**23,894**	**20,331**	**(3,563)**	

Note: This represents the old structure as a new structure came into effect on 1 April 2014 and the Business Unit is now called Economic Development.

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	Reason for Request
General	5,017	(5,017)	3,479	3,479	Please refer to Appendix V for a detailed analysis of the use of reserves
European Match Funding Reserve	0	200		200	
S38 Developer Funding	0	500		500	
Business Centres, including Building Maintenance Liabilities	317	26		343	
Development Group Realignment	150	(100)	84	134	
Total	**5,484**	**(4,391)**	**3,563**	**4,656**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	2,754	2,938	2,754	2,938	2,938	The 2011-14 savings plan has been fully delivered by 31 March 2014.
EE-ER-01 and 02	Rationalisation of Household Waste Recycling Centres (HWRCs) and Services	1,088	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	
EE-SC-01	Development of a new Local Enterprise Partnership	72	72	72	72	72	
EE-SC-03	Reduce costs and increase income from gypsy and traveller settled sites	5	5	5	5	5	
EE-SC-04	Removal of County Planner post	51	51	51	51	51	
EE-SC-05	Education Business Partnership - agree exit strategy	50	50	50	50	50	
	Total	**4,025**	**4,209**	**4,025**	**3,121**	**4,209**	
	Target		**4,025**		**4,025**	**4,025**	
	Remaining Shortfall/(Over Achievement)		**(184)**		**904**	**(184)**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget: Earlier Years	Approved Budget: 2013/14 £ 000's	Approved Budget: 2014/15 £ 000's	Approved Budget: 2015/16 and later £'000	Approved Budget: Total £ 000's	Actual/Forecast: Earlier Years	Actual/Forecast: 2013/14 £ 000's	Actual/Forecast: 2014/15 £ 000's	Actual/Forecast: 2015/16 and later £'000	Actual/Forecast: Total £ 000's	Variation: Variance in Year £ 000's	Variation: Total Variance £ 000's	Reasons for Variation and Management Action
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	14	41	0	7,694	7,638	18	41	0	7,697	3	3	
10154000	Centenary Business Centre Phase 3	(19)	3	15	0	(0)	(19)	3	15	0	(0)	0	0	
10202000	Masterplanning & Feasibility Small Scale Imps	0	0	80	0	80	0	0	80	0	80	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	0	54	0	640	586	0	54	0	640	0	0	
11208000	Rural Growth Network	0	299	570	0	869	0	130	507	0	637	(169)	(232)	The variance is explained by both the projects selected for funding having a different capital / revenue split and then modest delays in those capital projects funded.
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	134	0	0	134	0	134	0	0	134	0	0	The WCC funded element of this project has now closed although the wider sub-regional scheme continues with funding from the RGN, the CWLEP and Government.
11214000	Going for Growth - Revitalising Town Centres	0	0	0	0	0	0	0	0	0	0	0	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	0	27	100	0	0	
10318000	Kenilworth Connect 2	325	42	0	0	367	325	44	0	0	369	3	3	
10282000	Countryside Maintenance - Base Programme 2010/11	0	3	0	0	3	0	3	0	0	3	0	0	
10983000	Countryside Maintenance - Base Programme 2011/12	0	0	0	0	0	0	0	0	0	0	0	0	

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	
11022000	Countryside Maintenance - Base Programme 2012/13	192	382	0	0	574	192	371	26	0	589	(11)	15	
11023000	Countryside Maintenance - Base Programme 2013/14	0	0	123	0	123	0	91	123	0	214	91	91	Vehicles were sold and replaced in 2013/14 and the proceeds of the sales were used to fund the capital expenditure via RCCO, thus increasing the overall budget.
11120000	Countryside Rural Services Capital Maintenance 2014/15	0	0	122	0	122	0	0	122	0	122	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	0	0	122	122	0	0	0	122	122	0	0	
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	0	122	122	0	0	0	122	122	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	153	457	533	0	1,143	153	401	589	0	1,143	(56)	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	12	0	0	834	822	7	0	0	829	(5)	(5)	
10350000	In-Vessel Composting Units For Schools	37	0	28	0	65	37	0	28	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	285	36	0	0	321	285	19	17	0	321	(17)	0	
10454000	Lower House Farm Waste Facility	5,252	2,268	0	0	7,520	5,252	283	200	0	5,735	(1,985)	(1,785)	The Lower House Farm project came in under budget after completion in 2013/14. There were a few last minute issues and we were unable to declare the full value of the underspend until all the final bills had been received. There is still an outstanding issue of litter control barriers which will be completed in 2014/15 and should cost no more than £200k - any residual balance will be returned.
11081000	Waste Infrastructure Support for District Councils	910	435	0	0	1,345	910	100	0	0	1,010	(335)	(335)	We paid £435k to North Warwickshire but this was off-set by the repayment of a £335k loan by Nuneaton & Bedworth. Warwickshire have financed only £100k of this expenditure in 2013/14.
11117000	HWRC Maintenance 2012/13	43	27	0	0	70	43	29	0	0	72	2	2	
11118000	HWRC Maintenance 2013/14	0	45	26	0	71	0	69	2	0	71	24	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	
11303000	HWRC Maintenance 2016/17	0	0	0	71	71	0	0	0	71	71	0	0	
11304000	HWRC Maintenance 2017/18	0	0	0	71	71	0	0	0	71	71	0	0	
		18,624	**4,518**	**1,691**	**579**	**25,411**	**18,624**	**2,063**	**1,876**	**606**	**23,169**	**(2,455)**	**(2,243)**	

Performance Information April 2013 to March 2014

Economic Growth: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**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 - 2012/13 data has been reported
M15002	The number employed in key target growth sectors of the sub-regional economy	146000	150000				The Office of National Statistics have re-released 2012/13 actuals. 2013/14 data is expected by October 2014
M15003	Businesses reporting skills shortages - survey		31				This information is taken from a survey conducted by Coventry and Warwickshire Chamber of Commerce, the Chamber have not undertaken the survey this year.

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M15005	Occupancy rates at WCC Business Centres	86	85	90		90	The represents strong performance, 5% ahead of target.
M15018	Number of jobs created within Warwickshire		10000	10155		10155	Data as at January 2014, this data set is released 6 monthly
M15019	Number of jobs created within the CWLEP area		15000	19150		19150	Data as at January 2014, this data set is released 6 monthly
M15026	Number of learners supported by the Camp Hill Opportunities Centre	150	154	215		53	In quarter 4 Camp Hill supported 53 students, comprising of 15 new students, 18 from the Warwickshire Youth Justice Service Programme and 20 from work club. At year end Camp Hill supported a total of 215 students. This figure is comprised of 96 students, 100 work club learners and 19 attached to the Warwickshire Youth Justice (WYJ) Programme. Of the 96 students, 41 were situated in Nuneaton, 2 in New Arley, 2 in Bedworth, 1 in Atherstone, 19 in Rugby, 2 in Stratford and 29 outside of Warwickshire. All Work Club learners were from the Nuneaton & Bedworth Borough and all WYJ learners were from Warwickshire.
M15027	The number of individuals undertaking Apprenticeships in Warwickshire	3800	3400	3800		3800	This is an annual indicator reported 1 year in arrears 2012/13 data has been reported
M15028	The number employed in key target growth sectors of the Warwickshire economy	99400	100000				The Office of National Statistics have re-released 2012/13 actuals. 2013/14 data is expected by October 2014
M15006	% of all planning applications processed within target	61.4	70	62.1		62.1	The performance for quarter 4 stands at 72.2%, which is a direct result of the revised Scheme of Delegation approved by Members in November 2013, whereby more applications can be delegated to officers for approval.
M15008	% of planning applications where chargeable pre-application advice was given	14	15	9.4		9.4	7 requests for pre-application advice were received.
M15029	% of Major Highway Authority applications which were responded to within target of 21 days		70	61		61	M15006 and M15030 targets were new for 2013/14, and whilst they haven't been achieved, it needs to be recognised that in total 2,318 applications were received, 70% of which were responded to in 21 days. When compared to last year, this is 456 higher, when 1,862 applications were received.
M15030	% of Minor Highway Authority applications which were responded to within target of 21 days		90	80		80	M15029 and M15030 targets were new for 2013/14, and whilst they haven't been achieved, it needs to be recognised that in total 2,318 applications were received, 70% of which were responded to in 21 days. When compared to last year, this is 456 higher, when 1,862 applications were received.
M15000	Kg of residual household waste per household	500.36	473	473		115	Q4 information is currently being validated, an estimate has been provided. Actuals are due in August.
M15010	Kg of household waste re-used, recycled and composted	52.3	55.94	53.9		47.7	Q4 information is currently being validated, an estimate has been provided. Actuals are due in August. The year end estimate is just below target due to a slight reduction in green waste.
M15011	% of Municipal waste landfilled.	32.8	19.55	24.8		16.4	Q4 information is currently being validated, an estimate has been provided. Actuals are due in August. M15011 & M15012 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 than was planned.
M15012	% of household waste that has been used to recover heat, power and other energy sources	15.62	25.26	21.6		35.8	Q4 information is currently being validated, an estimate has been provided. Actuals are due in August. M15011 & M15012 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	65.4		65.1	Q4 information is currently being validated, an estimate has been provided. Actuals are due in August. The overall percentage is brought down by Judkins new Household Waste Recycling Centre not opening till April 2014. Overall performance without Judkins is 69.4%
M13042	Number of communities actively engaged in their flood risk management		10	10		10	
M13044	The number of Managed County Significant Wildlife / Geological sites		38	69		69	

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

There are no net red risks for this service

Localities and Community Safety - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Caborn (Community Safety) & Councillor Clarke (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
Communities Resources	788	(217)	571	331	(240)	£56,000 of the underspend relates to professional training costs where fewer calls were made on the professional training budget. £167,000 relates to underspends on residual ICT budgets and group-wide supplies and services budgets, which represent early delivery of 2014/15 savings and have been reported during the year. The remaining £12,000 relates to underspends on the group-wide contingency budget for legal services, which business units have not needed to call on this year to its full extent.
Priority Families	(251)	(250)	(501)	(893)	(392)	The overall position has now changed by £32,000 from quarter 3 and is explained by the fact that our last payments by results claim succeeded in respect of more families than we had anticipated. An underspend is shown to accord with accounting standards, however this is planned and proposed to be carried forward to meet future planned liabilities and programme delivery.
Community Safety	461	(8)	453	423	(30)	Main Community Safety budget underspent as some planned projects did not get underway before the end of 2013/14. Request submitted for £16,000 carry forward, to fund completion of planned and committed projects to pump-prime transformation and achieve savings (including 'Dob em in' nuisance motorcycles project, Hate Crime research and E-CINS implementation)
Domestic Abuse	243	(2)	241	254	13	Domestic Abuse - incurred additional unforeseen costs with the 'UR decision project' - this was in the region of £10,000 over our predicted spend (details available). Also complicated by income and expenditure for Domestic Homicide Reviews (see below).
Drug and Alcohol Action Team	191	(5)	186	200	14	The variance in Substance Misuse relates to fluctuations in demand regarding prescribing and residential rehab and fluctuations in payment by results for the main contractor. Community Safety budget overspent due to costs of funding Independent Chairs of two complex reviews. This is offset against the underspend in the Community Safety budget.
Heritage and Culture Services	1,343	(112)	1,231	1,148	(83)	The underspend relates to the accumulation of minor variances across Heritage and Culture.
Localities & Community Safety Management	267	70	337	306	(31)	The difference in forecast position reflects unexpected income relating to debt repayment offset by increased insurance premiums.
Localities & Partnerships	2,214	(19)	2,195	2,245	50	The overspend is due to a one-off payment of £127,000 made at the end of the year to support a number of voluntary sector organisations with exceptional pension liabilities, in order to give them time to plan how to meet those liabilities on an ongoing basis. This is offset by a number of small variances in other areas.
Emergency & Flood Management	551	(15)	536	286	(250)	£88,000 grant was received after the quarter 3 report and could therefore not have been forecast at that stage. £99,000 of Pathfinder grant was also received in quarter 4 which was not expected to be received until 2014/15. All of these projects will be delivered in 2014/15 and carry forwards have been requested. Remaining underspends on Flood Risk Management of £41,000 are the result of general slippage on projects.
Trading Standards	1,455	(42)	1,413	1,358	(55)	Service Transformation Budget carried forward from 2012/13 of £75,000 has not been spent but is now earmarked for Intel Officer post and the subject of current carry forward requests. This underspend is balanced by minor overspends elsewhere.
Youth Justice Service	1,971	(208)	1,763	1,635	(128)	This underspend of £128,000 is due mainly to the Secure Remand, which is demand led and beyond officers control. £28,000 underspend is due to vacancies and will be requested for carry forward.
Net Service Spending	**9,233**	**(808)**	**8,425**	**7,293**	**(1,132)**	

Note: This represents the old structure as a new structure came into effect on 1 April 2014.

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	Reason for Request
General	1,595	(1,445)	159	309	
Secure Remand Reserve	112	98	50	260	
DAAT Ring-fenced Reserves	52	232	200	484	
Heritage & Culture Donation Reserves	323		3	326	
Family Intervention Project	769	(450)	30	349	
Trading Standards	65	0		65	Please refer to Appendix V for a detailed analysis of the use of reserves
Proceeds of Crime	11		11	22	
Community Safety Statutory Reviews	91			91	
Priority Families Initiative	899	74	392	1,365	
Heritage & Culture Services - Our Warwickshire	0	75		75	
Flood Management Reserve	0	200	287	487	
Total	**3,917**	**(1,216)**	**1,132**	**3,833**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Actual to Date £'000	2013/14 Final Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	1,186	1,186	1,186	The 2011-14 savings plan has been fully delivered by 31 March 2014.
CW-CL-01	Restructure management and teams	80	80	80	
CW-CL-08	Reconfiguration of Locality arrangements	150	150	150	
EE-ER-05	Savings in staffing in customers and communications	13	13	13	
EE-HC-05	Transformation of Heritage and Cultural Services	181	181	181	
EE-TS-01	Develop a sub-regional Emergency Management function	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	
EE-TS-05	Reduce Trading Standards support service and management	13	13	13	
	Total	**1,787**	**1,787**	**1,787**	
	Target		**1,787**	**1,787**	
	Remaining Shortfall/(Over Achievement)		**0**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	8	3	0	51	(4)	(0)	
10937000	St. Johns - outdoor spaces - improve. cust. exp.	33	18	0	0	51	33	0	18	0	51	(18)	0	
11185000	George Eliot Hospital SARC	389	11	0	0	400	389	8	3	0	400	(3)	0	
11311000	Purchase of new rapid response veh for Trading Standards Service VO14 NHF	0	0	0	0	0	0	10	0	0	10	10	10	Expenditure was not identified by the service as capital until year-end therefore a budget was not identified. This is funded from revenue.
11312000	Provision of professional surveying equipment for archaeological investigations	0	0	0	0	0	0	14	0	0	14	14	14	Expenditure was not identified by the service as capital until year-end therefore a budget was not identified. This is funded from revenue.
		461	**41**	**0**	**0**	**502**	**461**	**40**	**25**	**0**	**526**	**(1)**	**24**	

Performance Information April 2013 to March 2014

Localities & Community Safety: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M13043	The number of new heritage collections received		135	120		33	This depends on what is brought into the Museum or County Records Office in any given year.
M13048	No. of work experience and volunteer hours donated to the Service		8000	8055		1726	
M13049	Total number of individuals taking part in engagement activities delivered across the County		16000	21102		5174	
M13050	% customer satisfaction levels for engagement (includes visits to sites, plus outreach and Special Events) activities		98	98		98	
M13051	Total income, including Grants, SLA's and retail income, generated by the HCS		220786	628607		191953	This figure now includes Archaeology Warwickshire which has had an impact on previous quarters and year end actual.
M13052	Total funds leveraged by the HCS		400000				Key Arts Client data unknown until May
M15009	Minimum occupation of WCC owned Gypsy and Traveller sites	97	90	93		93	
M15014	County Parks Income	716475	750000	823000		823000	A highly volatile year for visitor numbers and associated income with several exceptional months, including an excellent March.
M15015	Country Parks - visitor numbers	729885	800000	841407			Very pleasing numbers with exceptional peaks during Spring bank holidays. Includes 165,000 users tallied via electronic induction loop on Kenilworth Greenway.
M15016	Forestry - % if dangerous trees (category 1) made safe within 2 days	100	95	99		99	Includes response to 4 significant storm events during Winter 2013/14.
M15017	Country Parks - Service Delivery	5	5	5		5	Includes woodland management plan for Hartshill Hayes
M13024	Number of interactions with school aged children	23534	24000	24562		6045	
M01001	% of residents satisfied with Warwickshire as a place to live		86.70%	88.90%		88.90%	Data provided via the 'Living in Warwickshire Survey'
M13000	% of people who feel they can influence decisions in their local area		33.7	33.5		33.5	Data provided via the 'Living in Warwickshire Survey'
M13025	% satisfaction rate relating to community forums	77	80				Survey results will be reported in Q1 2014/15

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M13027	% actions agreed at Community forums completed or on track	81	70	93		93	
M13036	% of KPIs achieved by Warwickshire Community And Voluntary Action (WCAVA) and Warwickshire Association of Local Councils (WALC)		80	100		100	All outcomes within service specification delivered. Service Specification will be redrafted for 2014/15 with more challenging outcomes.
M13037	% Councillor grants awarded to local community projects		100	89		89	Remaining 11% not yet allocated and requested as a carry forward
M13038	% of outcomes within Armed Forces Community Covenant (AFCC) Action Plan completed or on target		80	90		90	
M13039	Identification of additional benefits income for eligible Warwickshire residents (£)		2000000	4483558		4483558	
M13045	Number of Priority Families identified	482	350	1088		1088	This is a cumulative total across the first two years of the three year Programme and we are already exceeding our three year target by 203 families (25%)
M13046	Number of Priority Family “starts”	282	250	691		691	This is a cumulative total across the first two years of the three year Programme and we are well ahead of our required numbers at this stage of the Programme.
M13047	Number of “payment by results” claims submitted	0	50	437		437	This is a cumulative total across the first two years of the three year Programme and we are already well ahead of our required target at this stage of the Programme. PbR income so far is sufficient to enable all of our expenditure between now and the end of the Programme (March 2015) to be covered.
M13001	Number of serious acquisitive crimes per 1,000 population	11.05	11.04	10.78		10.78	Cumulative total. Excellent performance continues several years of reducing crime and anti-social behaviour in Warwickshire.
M13009	First time entrants to the Youth Justice system	202	201	182		182	During the 2013/14 financial year, there was a further 6.67% reduction in the number of first time entrants entering the criminal justice system.
M13011	Rate of proven re-offending by young offenders	0.71	0.7	0.57		0.57	Performance relates to the latest available cohort, i.e. Apr 11 - Mar 12 cohort, this is an improvement on last years co-hort.
M13040	Total number of victims participating in restorative justice	46	55	52		52	Although not on target this does represent an increase in the number of victims contacted compared to last year.
M13041	% Victim satisfaction with the restorative process		95				No satisfaction data available for Q4
M13021	Total number of households in No Rogue Trader Zones	8584		8917		8917	
M13030	% of businesses giving positive response to satisfaction surveys			97		97	Data relates to the end of February. Surveys are sent to businesses at the end of every month, we are currently awaiting March returns.
M13002	Incidence of serious violent crimes per 1,000 population	4.77	4.76	4.77		4.77	Cumulative total. Partnership target was to reduce all violent crime, and this fell by 0.5% compared to 2012/13.
M13003	Incidence of anti-social behaviour (number)	20164	20163	19920		19920	Cumulative total. Excellent performance continues several years of reducing crime and anti-social behaviour in Warwickshire.
M13004	Rate of alcohol related hospital admissions per 100,000 population	1762	1761				These figures are provided nationally on the Local Alcohol Profiles for England(LAPE) website. This has not been updated since the 2012/13 year end figures were uploaded in September 13.
M13005	Adult drug users successfully exiting treatment (%)	8.9	10.2	14.2		14.2	The data relates from 1st January 2013 to 31st December 2013.
M13006	% of targets in service contract achieved (Alcohol & Drug treatment)	64	80	100		100	
M13008	% actions in Violence Against Women & Girls Action Plan achieved						Partnership Violence against Women and Girls (VAWG) Strategy has been written and is awaiting sign off. Specific action plans will be developed by theme groups reporting to the new VAWG Board.

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

There are no net red risks for this service

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

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
Transport & Highways Management	715	54	769	691	(78)	£52,000 relates to rebate from increased borrowing repayment made in 2012/13.
Road Safety and Traffic Projects	935	(12)	923	78	(845)	£250,000 relates to retaining the base budget for safety camera activity. £396,000 relates to additional Speed Awareness Surplus and the remaining £199,000 is a combination of additional income and reduced costs.
Transport Planning	1,065	22	1,087	790	(297)	Additional income including: traffic model revenue fund and higher level of income from land search fees. Savings on staff costs due to unfilled vacancies and maternity leave.
Civil Parking Enforcement	(607)	(98)	(705)	(800)	(95)	Higher surplus resulting from Civil Parking Enforcement.
Stratford Parkway and Park & Ride	119	0	119	123	4	
Network Performance	(68)	(8)	(76)	(309)	(233)	Higher income from utilities.
County Highways	14,613	(109)	14,504	14,612	108	Increased expenditure on vehicle barriers offset by other variances.
Countryside Access	300	(6)	294	363	69	Unavoidable spending pressures. Planned to use higher income from Network Management to cover the increased expenditure.
Design Services	343	(98)	245	113	(132)	More rechargeable work /savings on new shared service contract and settlement of outstanding debt relating to the Bilton scheme.
Design Services General Functions	285	(50)	235	235	0	
Bridge Maintenance	738	0	738	711	(27)	
County Fleet Management and Maintenance	(295)	(13)	(308)	(522)	(214)	Better than expected trading performance.
Transport Operations	2,131	(27)	2,104	2,110	6	
Concessionary Travel	7,581	(2)	7,579	6,689	(890)	£312,000 carry forward and a £256,000 budget pressure have been absorbed by the Service, a further £156,000 underspend is due to lower than expected journey numbers and £166,000 due to other savings, for example, bus passes not renewed.
Net Service Spending	**27,855**	**(347)**	**27,508**	**24,884**	**(2,624)**	

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	Reason for Request
General	292	(279)	1,853	1,866	Please refer to Appendix V for a detailed analysis of the use of reserves
Speed Workshops	1,228	135	396	1,759	
Kenilworth Station	188			188	
County Fleet Management	240	(65)	108	283	
Concessionary Travel	312	(312)	40	40	
Design Services	54	50	227	331	
Total	**2,314**	**(471)**	**2,624**	**4,467**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14 Target £'000	2013/14 Final Outturn £'000	2014/15 Target £'000	2014/15 Actual to Date £'000	2014/15 Forecast Outturn £'000	Reason for Variation and Management Action
	Savings delivered in 2011/12 and 2012/13	3,648	3,648	3,648	3,648	3,648	The 2011-14 savings plan has been fully delivered by 31 March 2014.
EE-TW-08	Street Light switch-off / trimming	500	500	500	500	500	
EE-TW-13	Stratford Park and Ride	20	20	20	20	20	
EE-TW-14	Term maintenance contract savings	600	600	600	600	600	
	Total	**4,768**	**4,768**	**4,768**	**4,768**	**4,768**	
	Target		**4,768**		**4,768**	**4,768**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

2013/14 to 2015/16 Capital Programme

Project Code	Description	Approved Budget Earlier Years £'000	Approved Budget 2013/14 £'000	Approved Budget 2014/15 £'000	Approved Budget 2015/16 & Later £'000	Approved Budget Total £'000	Actual/Forecast Earlier Years £'000	Actual/Forecast 2013/14 £'000	Actual/Forecast 2014/15 £'000	Actual/Forecast 2015/16 & Later £'000	Actual/Forecast Total £'000	Variation 2013/14 £'000	Variation Total £'000	Reasons for Variation and Management Action
Major Projects														
10076000	Nuneaton Major Project	6,309	0	0	0	6,309	6,309	0	0	0	6,309	0	0	
10144000	A429 Barford By-Pass	10,672	200	0	0	10,872	10,672	129	75	0	10,876	(71)	4	
10203000	Rugby Western Relief Road	58,280	397	1,320	499	60,496	58,280	360	700	1,156	60,496	(37)	(0)	
10362000	Kenilworth Station	1,758	1,150	1,680	638	5,226	1,758	1,121	1,709	638	5,226	(29)	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	4,182	1,070	0	0	5,252	4,182	1,212	185	0	5,579	142	327	The project includes elements of S106 and S278 funded work which were excluded from the original estimate. This element of the increase, amounting to £267,000 is fully funded from developer contributions ring-fenced for the project. The remaining increase of £60,000 is funded from a transfer from Rugby Gyratory and relates to residual costs which were underestimated at the time of closing out the scheme. £455,000 of the funding currently committed to Rugby Gyratory was transferred from this project as part of identifying available resources. The transfer will not have a detrimental impact on the Gyratory Scheme.
10981000	NUCKLE	1,119	180	1,458	0	2,757	1,119	26	1,612	0	2,757	(154)	(0)	Recharges from Coventry City Council were lower than expected in 2013/14.
11221000	M40 Junction 12	0	1499.8	5100	2200	8,800	0	1,530	5,070	2,200	8,800	30	0	
11272000	Rugby Gyratory Improvements	0	0	1505	461	1,966	0	11	1,428	461	1,900	11	(66)	Trf to 10366000 Major Transport Scheme
Structural Maintenance of Roads														
10199000	Highways Maintenance Improvement and Safety 07/08-Rugby Area Committee	290	103	0	0	393	290	0	0	0	290	(103)	(103)	
10201000	Highways Maintenance - Improvement and Safety 2007/08 - Stratford On Avon Area Committee	10	18	0	0	28	10	1	0	0	11	(17)	(17)	
10261000	Highways Maintenance Improvement and Safety 08/09-Nuneaton and Bedworth Area Committee	428	7	0	0	435	428	(1)	0	0	427	(8)	(8)	

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	
10279000	Highways Maintenance Improvement and Safety 08/09-North Warwickshire Area Committee	341	17	0	0	358	341	0	0	0	341	(17)	(17)	Residual Area Committee Budgets have been consolidated from a number of previous years allocations. The balance of funding between areas has remained the same.
10289000	Highways Maintenance Improvement and Safety 08/09-Warwick Area Committee	354	28	0	0	382	354	0	0	0	354	(28)	(28)	
10296000	Highways Maintenance - Improvement and Safety 2008/09 - Stratford On Avon Area Committee	1	33	0	0	34	1	8	0	0	9	(25)	(25)	
10297000	Highways Maintenance - Improvement and Safety 2008/09 - Rugby Area Committee	15	19	0	0	34	15	1	0	0	16	(19)	(19)	
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	0	0	0	2	(37)	(37)	
10412000	Highways Maintenance Improvement and Safety 09/10-Rugby Area Committee	328	24	0	0	352	328	4	0	0	332	(21)	(21)	
10460000	Hways Maint/Road Safety 2012/13 N Warks Area Com	195	267	0	0	462	195	135	132	0	462	(132)	0	
10461000	Hways Maint/Road Safety 2012/13 Warwick Area Com	320	80	0	0	400	320	111	27	0	458	31	58	
10465000	Highways Maint/Road Safety 2010/11 North Warwickshire Area Com	391	64	0	0	455	391	14	0	0	405	(50)	(50)	
10467000	Highways Maint/Road Safety 2011/12 - 2013/14 Rugby Area Committee	280	120	0	0	400	280	2	0	0	282	(118)	(118)	
10468000	Highways Maint/Road Safety 2010/11 Nuneaton and Bedworth Area Committee	342	37	0	0	379	342	0	0	0	342	(37)	(37)	
10470000	Hways Maint/Road Safety 2012/13 Stratford Area Com	275	141	0	0	416	275	61	124	0	461	(79)	45	
10471000	Hways Maint/Road Safety 2010/11 Rugby Area Com	0	0	0	0	0	0	5	0	0	5	5	5	
10473000	Highways Maint/Road Safety 2010/11 Warwick Area Committee	390	14	0	0	404	390	3	0	0	393	(10)	(10)	
10477000	Highways Maint/Road Safety 2011/12 - 2013/14 Nun and Bed Area Committee	335	65	0	0	400	335	(5)	0	0	330	(70)	(70)	
10478000	Hways Maint/Road Safety 2013/14 Nun & Bed Area Com	0	400	0	0	400	0	252	148	0	400	(148)	0	
10479000	Hways Maint/Road Safety 2013/14 Warwick Area Com	0	400	0	0	400	0	253	147	0	400	(147)	0	
10480000	Hways Maint/Road Safety 2012/13 Rugby Area Com	272	113	0	0	385	272	108	48	0	428	(4)	44	
10482000	Hways Maint/Road Safety 2013/14 N Warks Area Com	0	400	0	0	400	0	205	195	0	400	(195)	0	
10484000	Highways Maint/Road Safety 2011/12 - 2013/14 North Warwickshire Area Committee	341	153	0	0	494	341	45	0	0	386	(107)	(107)	
10486000	Highways Maint/Road Safety 2011/12 - 2013/14 Stratford Area Committee	315	98	0	0	413	315	27	0	0	342	(71)	(71)	
10488000	Highways Maint/Road Safety 2011/12 - 2013/14 Warwick Area Committee	259	141	0	0	400	259	38	0	0	297	(103)	(103)	
10489000	Hways Maint/Road Safety 2012/13 Nun & Bed Area Com	216	184	0	0	400	216	154	76	0	446	(30)	46	
10490000	Hways Maint/Road Safety 2013/14 Stratford Area Com	0	400	0	0	400	0	324	150	0	474	(76)	74	
10491000	Hways Maint/Road Safety 2013/14 Rugby Area Com	0	400	0	0	400	0	418	138	0	556	18	156	
10494000	Highways Maint/Road Safety 2010/11 Stratford Area Committee	438	1	0	0	439	438	0	0	0	438	(1)	(1)	

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	
11130000	Area committee delegated budgets 2014/15	0	0	2,000	0	2,000	0	0	0	0	0	0	(2,000)	
11274000	North Warwickshire Area Committee	0	0	0	0	0	0	0	575	0	575	0	575	
11275000	Nuneaton and Bedworth Area Committee	0	0	0	0	0	0	0	473	0	473	0	473	
11276000	Rugby Area Committee	0	0	0	0	0	0	0	455	0	455	0	455	
11277000	Stratford Area Committee	0	0	0	0	0	0	0	391	0	391	0	391	
11278000	Warwick Area Committee	0	0	0	0	0	0	0	520	0	520	0	520	
10373000	Long Marston, B4632 Campden Rd	14	0	0	0	14	14	(14)	0	0	(0)	(14)	(14)	
10389000	Highways Maintenance - LTP & Base Programme 2009/10	0	0	0	0	0	0	79	0	0	79	79	79	The 2013/14 allocation has covered a number of road maintenance schemes which were initiated in earlier years, and so the budget has been allocated out to cover the costs.
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	5	0	0	903	5	5	
10990000	Slurry Sealing North	297	0	0	0	297	297	2	0	0	299	2	2	
10998000	Road Markings Surface Dressing North	91	0	0	0	91	91	(5)	0	0	86	(5)	(5)	
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	14,502	0	0	14,502	0	14,852	33	0	14,885	350	383	Additional expenditure on the purchase of replacement gritters, £112,000 and further revenue funded structural maintenance of roads.
11060000	Renewal Of Vehicle Activated Signs	6	14	0	0	20	6	3	11	0	20	(11)	0	
11129000	Highways Maintenance 2014/15	0	0	16,779	0	16,779	0	0	15,182	0	15,182	0	(1,597)	Allocation of 2014/15 Highways Structural Maintenance budget to Streetlighting, Bridges and Traffic Signal maintenance. This reduction is offset by £723,000 additional capital grant funding from DfT ring-fenced for highways maintenance.
11170000	Highways Maintenance 2012/2013 North and South	11,838	294	0	0	12,132	11,838	359	0	0	12,197	65	65	The 2013/14 allocation has covered a number of road maintenance schemes which were initiated in earlier years, and so the budget has been allocated out to cover the costs.
11191000	Earlswood Crossroads realignment of a junction	44	76	0	0	120	44	25	51	0	120	(51)	0	
11219000	Highways Structural Maintenance 2015/16	0	0	0	15,000	15,000	0	0	0	15,000	15,000	0	0	
11309000	Traffic Signals 2014/15	0	0	0	0	0	0	0	250	0	250	0	250	Allocation of 2014/15 Highways Structural Maintenance budget to Streetlighting, Bridges and Traffic Signal maintenance.
Structural Maintenance of Bridges														
10281000	Structural Maintenance Bridges 2008/09	0	0	0	0	0	0	40	0	0	40	40	40	The 2013/14 allocation has covered a number of bridge maintenance schemes which were initiated in earlier years, and so the budget has been allocated out to cover the costs.
10328000	Rugby, Black Path Footbridge	0	0	0	0	0	0	(5)	0	0	(5)	(5)	(5)	
10413000	Structural Maintenance Of Bridges 2009/10	0	0	0	0	0	0	5	0	0	5	5	5	
10421000	Portobello Bridge	455	32	20	1,553	2,060	455	44	8	1,553	2,060	12	0	
10452000	Spernal Bridge	5	0	0	0	5	5	2	0	0	7	2	2	
10977000	Minor Bridge Maintenance Schemes 2011/12	825	0	0	0	825	825	62	0	0	887	62	62	
11171000	Minor Bridge Maintenance Schemes 2012/13	925	0	0	0	925	925	896	0	0	1,821	896	896	
11241000	Minor Bridge Maintenance Schemes 2013/2014	0	1,104	0	0	1,104	0	31	73	0	104	(1,073)	(1,000)	
11308000	Minor Bridge Maintenance schemes 2014/2015	0	0	0	0	0	0	0	1,350	0	1,350	0	1,350	

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	
Integrated Transport														
10192000	Safety Camera Funded Schemes	1,159	115	100	100	1,474	1,159	111	103	100	1,474	(3)	(0)	
10198000	Minor Casualty Reduction Schemes 2007/08	38	6	0	0	44	38	0	6	0	44	(6)	0	
10280000	Minor Signalised Crossings Schemes 2009/10					0	0	6	0	0	6	6	6	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	0	7	0	7	(7)	0	
10313000	Stratford Waterside							1	0	0	1	1	1	
10324000	Lawford Lane Cycle Route	24	432	0	0	456	24	147	284	0	456	(284)	(0)	Completion of the scheme (and therefore final invoice payments) has slipped from the last quarter of 2013/14 to the first quarter of 2014/15.
10335000	Variable Message Signs For Car Parking In Rugby	0	0	2	0	2	0	0	2	0	2	0	0	
10365000	Rugby Town Centre Improvements	26	0	0	0	26	26	4	0	0	30	4	4	
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	0	132	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	760	0	0	760	0	715	45	0	760	(45)	0	
10459000	Casualty Reduction Schemes 2010/11	85	19	0	0	104	85	2	17	0	104	(17)	0	
10495000	Village Speed Limit Review 2010/2011							5	0	0	5	5	5	The variance relates to an Area Committee funded scheme managed under the Village Speed Limit allocation.
10540000	Nuneaton, Queens Road Phase 1	64	28	0	0	92	64	1	0	28	93	(28)	1	
10915000	Decriminalisation - Nuneaton and Bedworth	11	0	0	0	11	11	0	0	0	11	0	0	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2						0	12	4	0	16	12	16	Utilisation of residual grant funding on this allocation.
10978000	Safety Engineering Schemes under £100,000	51	12	0	0	63	51	0	12	0	63	(12)	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	1,641	150	0	2,001	(103)	0	The initial stages of the scheme were materially complete by 31 March 2014, however certain costs were outstanding at the end of the year. An additional piece of work has been identified to remove the small roundabout at the end of the exit slip road. This will further decrease congestion on the exit by giving priority to traffic leaving the motorway. Member approval will be sought on the 25th July 2014.
11080000	Minor Integrated Revenue Funded 2011/12	100	63	0	0	163	100	26	0	0	126	(37)	(37)	
11098000	A426 Stockton to Southam Two Safety Cameras	150	53	0	0	203	150	52	0	0	202	(1)	(1)	
11100000	Footbridge at Stratford Town Station	73	1,187	309	0	1,569	73	688	808	0	1,569	(499)	0	Progress on the scheme was slower than expected in 2013/14 meaning a significant amount of expenditure will now take place in 2014/15.

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	
11126000	Casualty Reduction Schemes 2012/13	91	139	0	0	230	91	88	51	0	231	(50)	1	
11127000	Casualty Reduction Schemes 2013/14	0	350	0	0	350	0	47	303	0	350	(303)	(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	3	70	0	73	(25)	(27)	Balance of funding switched between Warwick and Leamington Access to Station projects.
11193000	Access to Stations - Leamington	15	73	0	0	88	15	144	20	0	179	71	91	Balance of funding switched between Warwick and Leamington Access to Station projects and increased funding of £64,000 provided by Sustrans.
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	35	0	0	35	0	37	0	0	37	2	2	
11244000	Leamington Bus / Rail Interchange	0	100	0	0	100	0	112	(12)	0	100	12	0	.
11280000	Safer routes to schools and 20mph school safety zones 14/15	0	0	750		750	0	0	750	0	750	0	0	
11281000	Safer routes to schools and 20mph school safety zones 15/16	0	0	0	1000	1,000	0	0	0	1,000	1,000	0	0	
11282000	Safer routes to schools and 20mph school safety zones 16/17	0	0	0	750	750	0	0	0	750	750	0	0	
Developer Funded Schemes														
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	3	0	0	114	3	3	
10164000	Shipston, Tilemans Lane - Traffic Calming	66	0	0	0	66	66	1	0	0	67	1	1	
10215000	Rugby, Traffic Signal Control Junction Corporation Street	(29)	0	0	0	(29)	(29)	1	0	0	(28)	1	1	
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	84	39	0	977	854	13	110	0	977	(71)	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	27	0	0	1,009	7	7	
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	140	0	0	981	841	121	19	0	981	(19)	0	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	4	107	0	0	111	4	14	93	0	111	(93)	(0)	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	0	397	0	401	4	0	396	0	401	0	0	
10446000	Rugby, A426 Leicester Rd	5	0	0	0	5	5	0	0	0	5	0	0	
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	9	0	0	11	9	9	
10962000	Rugby, Oliver St - Puffin Crossing (Asda)	56	0	0	0	56	56	0	0	0	56	0	0	

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	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd							7	363	0	370	7	370	This scheme was added to the capital programme in 2011/12 however has been dormant since. Activity on the project resumed in 2013/14.
11061000	Bedworth George Street Ringway Tesco S278	1,422	0	0	0	1,422	1,422	14	0	0	1,436	14	14	
11079000	Former Cattle Market Site in Stratford	6	1,064	0	0	1,070	6	1,062	204	0	1,271	(2)	201	The increase relates to delays due to utility works, costs associated with working across the Christmas period and changes to design to match developer's new requirements. The additional costs will be met by the developer.
11085000	Minor Developer Schemes 2011/12	205	48	0	0	253	205	149	0	0	354	101	101	£250,000 is included in the capital programme as an estimate of minor developer funded schemes. The number of schemes has been higher than the initial allocation but all costs are funded by the developer.
11093000	A3400 Shipston Road - Waitrose	1,149	15	0	0	1,164	1,149	(187)	0	0	962	(202)	(202)	The scheme is complete and was delivered at a lower cost than the most recent estimate. The scheme is fully funded by the developer.
11094000	Back Lane Long Lawford	174	82	0	0	256	174	173	(50)	0	297	91	41	Increased scheme estimate, funded by the developer.
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0	
11099000	Upgrade Traffic Signals Blackhorse Rd	26	0	74	0	100	26	92	0	0	118	92	19	Forecast cost was underestimated. It is funded from the revenue budget for maintenance and upgrades to Traffic Signals.
11186000	New Roundabout - Mixed Use Development on Former M.O.D. site at Long Marston	163	756	0	0	919	163	593	0	0	756	(164)	(164)	Scheme completed at lower than anticipated cost.
11187000	Access and Puffin Crossing Morrisons Supermarket Bham Road Coleshill	125	15	0	0	140	125	0	0	0	125	(15)	(15)	
11188000	Changes to Leicester Rd/Brownsover Rd roundabout	276	208	0	0	484	276	146	0	0	422	(62)	(62)	
11194000	Minor Developer Funded Schemes 2013/14	0	250	0	0	250	0	29	0	0	29	(221)	(221)	Very few schemes were set up under this allocation in 2013/14. £250,000 is an estimate of the annual value of schemes, but this can vary significantly depending on demand from developers.
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	3839	708	116	0	4,663	3,839	850	30	0	4,719	142	56	Capital works are ongoing on this scheme. The increase is fully funded by the developer.
11215000	Gating Order on Faraday Avenue , Coleshill	1	240	0	0	241	1	244	0	0	245	4	4	
11243000	Coventry Road/Back Lane (Long Lawford) Footway Improvements and Puffin Crossing	0	195	0	0	195	0	102	93	0	195	(93)	(0)	
11248000	A429 Ettington Road Wellesbourne - New Roundabout		544	13.397	0	557	0	609	0	0	609	65	51	Higher than anticipated costs, fully funded by the developer.
11305000	New Roundabout on the A444 Weddington Road Nuneaton	0	0	0	0	0	0	0	550	0	550	0	550	Added by Deputy Leader 21 February 2014
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	0	0	0	0	0	0	0	390	0	390	0	390	Added by Deputy Leader 21 February 2014
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	0	0	0	0	0	0	0	110	0	110	0	110	Added by Deputy Leader 21 February 2014

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	
Community Safety, Public Transport and Other														
10021000	Passenger Information Projects	0	45	0	0	45	0	0	45	0	45	(45)	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	13	0	0	1,612	(28)	(28)	
11123000	Street Lighting Column Replacement 2012/2013	1,365	0	0	0	1,365	1,365	6	0	0	1,371	6	6	
11124000	Street Lighting Column Replacement 2013/2014	0	1,231	0	0	1,231	0	1,411	0	0	1,411	180	180	Increased expenditure on column replacement funded from street lighting revenue budget.
11125000	Street Lighting Column Replacement 2014/2015	0	0	510	0	510	0	0	1,230	0	1,230	0	720	Allocation of 2014/15 Highways Structural Maintenance budget to Streetlighting, Bridges and Traffic Signal maintenance.
11220000	Street Lighting Column Replacement 2015/2016	0	0	0	510	510	0	0	0	510	510	0	0	
11279000	Pump Priming allocation for LED street lighting	0	1,000	0	0	1,000	0	0	1,000	0	1,000	(1,000)	0	
		128,354	**36,227**	**32,890**	**23,093**	**220,564**	**128,354**	**32,278**	**39,140**	**23,778**	**223,551**	**(3,949)**	**2,987**	

Performance Information April 2013 to March 2014

Transport and Highways: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M16000	WCC cost per passenger journey on County Council supported bus services.	0.76	0.75	0.76		0.76	
M16001	Level of subsidy per head of population in Warwickshire	3.84		3.78		3.78	
M16002	Length of Highway network where surface treatment is planned	210.7	250	277		277	The programme is finalised throughout the year.
M16003	Length of highway network where maintenance is needed	732.12				583.5	This indicator takes information from UKPMS visual inspections right up to the end of the year. The data is verified, loaded and then processed to national standard rules. In order that processing can be carried out correctly and checked, the data should be available May / June
M16005	Transport Operations - Concessionary Transport – % take up of passes by those eligible by their age	70.5	70	72.7		72.7	
M16006	Transport Operations - Special educational needs transport - cost per passenger journey	10.81	11.05	12.39		12.39	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	2.3		2.3	Mainstream cost per journey has increased slightly due to a reduction in summer term journeys with 16-19 year olds not taking vacant seats in exam term.
M16008	Average bridge condition indicator	90.16	90.5	89.75		89.75	
M16009	Delivery of Warwickshire's annual Transport Capital Programme. (Percentage completion)	86	100	91.6			
M16004	Number of people killed or seriously injured (KSI) on our roads	299	288	288		89	The Q1 to Q4 figures cover the period January to December 2013. The figures show the lowest number of fatal and serious road casualties recorded in a calendar year. While the number of fatal and serious casualties fell in 2013, the number of collisions in which a person was killed or seriously injured increased from 258 in 2012 to 268 in 2013.

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

There are no net red risks for this service

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,636	(997)	1,639	1,519	(120)	Due to ongoing negotiations regarding who should pay for prescribing and dispensing costs for smoking cessation, Public Health had held back £500,000 as a contingency to meet these costs. However, in the event, these costs were paid by Clinical Commissioning Groups (CCG) and NHS England. Similarly, Public Health had held back a further £500,000 for the same reasons for the costs of prescribing and dispensing for alcohol and substance misuse. In 2013/14 the costs were met primarily by the Community Safety and Substance Misuse service, with the CCG making a very small contribution. £322,000 of the underspend was due to delays in approval for the Mental Health Strategy. Other underspends were due to the time taken to recommission services and tender for contracts following the novation of Public Health contracts from Warwickshire Primary Care Trust to WCC in April 2013.
Health Improvement	15,457	(138)	15,319	14,288	(1,031)	
Health Protection	135	0	135	228	93	
Population Health	32	25	57	47	(10)	
Wider Determinants	3,786	1,060	4,846	3,774	(1,072)	
Net Service Spending	**22,046**	**(50)**	**21,996**	**19,856**	**(2,140)**	

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	Reason for Request
Service Savings	427	**(321)**	2,140	2,246	Please refer to Appendix V for a detailed analysis of the use of reserves
Total	**427**	**(321)**	**2,140**	**2,246**	

Performance Information April 2013 to March 2014

Public Health: All Measures							
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Year End Forecast 31/03/2014**	**Year End Alert**	**Period Actual 31/03/2014**	**Comments**
M14005	% Delivery of the County Council's new & continuing duties to improve public health		100	100			Significant progress has been made on this and the MECC agenda
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			Significant progress has been made on this and the MECC agenda
M14007	% of children in Year 6 who are obese	17.38	17	17			Programme follows school year. 2012/13 data has been published (Dec 2013) 16.50% of children in year 6 are reported as obese. 2013/14 data is due August 2014
M14008	% of children in Reception who are obese	7.65	7	7			Programme follows school year. 2012/13 data has been published (Dec 2013) 16.50% of children in year 6 are reported as obese. 2013/14 data is due August 2014
M14010	% of Health Checks to eligible population (20%) rolled out in the North and Rugby		100	30		51	The figures only relates to the North and Rugby. With South Warwickshire now on board the figures should improve. Performance information will be fed back to practices and Clinical Commissioning Groups, hopefully to encourage the less active practices into action.

Ref	Measure	2012/13 Actual	2013/14 Target	Year End Forecast 31/03/2014	Year End Alert	Period Actual 31/03/2014	Comments
M14011	% of health check offers taken up by population		50	38		32	This figure only relates to the North and Rugby Public Health will be working with practices to increase uptake. Public Health England will be developing some publicity materials later this year which will be distributed to practices.
M14012	% of Pregnant women vaccinated against flu		75	44.4		44.4	Year end figures are for September to end of January 2014, by Clinical Commissioning Group the break down is: - South Warwickshire : 47.7% - Warwickshire North: 42.8% - Coventry Rugby: 44.2% Comparison: West Midlands Average : 41.8% England Average 39.8%
M14013	% of eligible population vaccinated against flu		80				An overall figure has not been reported. To ensure performance information is meaningful, flu immunisation is measured by eligible (at-risk) group across each Clinical Commissioning Group (CCG). The eligible groups for 2013/14 were; aged 65 and over, under 65 in clinical risk groups and pregnant women. For people aged 65 years and over uptake in the South Warwickshire (CCG) area was 77.4% with respective figures of 72.0% and 73.0% for Warwickshire North CCG and Coventry Rugby CCG areas. For people aged under 65 in clinical risk groups the uptake in all CCG areas in Warwickshire was higher than the national average (52.3%) with 59.4%, 53.5% and 57%,(South, North, Coventry/Rugby). M14012 details uptake for pregnant women. Public Health recognises an overall figure is not very useful and this measure has been amended in the 2014/15 Public Health Business Plan.
M14014	National Child Measurement Programme participation rate in reception children (%)		95	95			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. 2013/14 data is due August 2014
M14015	National Child Measurement Programme participation rate in year 6 children (%)		95	95			Data collected all year in schools, results are uploaded to the Department of Health in July and confirmed August 2014 2013/14 data due August 2014
M14016	4 week quitters		3466	2607		2607	The year end actual is as at 22nd April 2014, the final figure is due June 2014. The target is unlikely to be met. Warwickshire, like other stop smoking services, has noticed a change in smoking behaviour (e.g. take up of e-cigarettes leading to reduction not cessation). It is likely that some of those wishing to quit smoking entirely have postponed their attempt.
M14017	Reduced number of women smoking in pregnancy		150	150		136	The year end actual is as at 22nd April 2014, the final figure is due June 2014. This target will be exceeded. This is due to smoking in pregnancy not being affected by the E-Cigs issue. Public health are prioritising actions on smoking in pregnancy by partners and improvements have been made to the quality of the Smoking In Pregnancy service.
M14018	Breastfeeding initiative		72	72		72	The data requires refresh for South Warwickshire where data validation has not yet been completed.
M14019	% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	44.02	50	44		44	The data requires refresh for South Warwickshire where data validation has not yet been completed There is an action plan in place with partners to assure that all relevant front line staff and services support and encourage mothers to breastfeed. The action plan is being reviewed by the Warwickshire Breastfeeding Strategic Group and will be revised and monitored to ensure momentum is continued and all partners are working towards increasing breastfeeding rates. All partners in the group work collaboratively and passionately to ensure that mothers are offered and given support and that front line staff have the competencies to encourage and support mothers to breastfeed. The breastfeeding strategy group is exploring the addition of positive messages about breastfeeding on the Public Health twitter and face book feeds.

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

There are no net red risks for this service

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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	12,048	(1)	12,047	11,641	(406)	This underspend relates to vacancies in stations which the service has not filled in preparation for the Service Transformation Programme.
Prevention and Protection	952	0	952	847	(105)	This underspend primarily relates to reduced activity for the Small Fires Unit and reflects the reduction in the number of targeted Home Fire Safety Checks.
Strategy & Planning	1,890	0	1,890	689	(1,201)	This variance includes the underspend against the Fire Control Project of £1.2m. Warwickshire are working in partnership with Northamptonshire FRS (NFRS) on this project. NFRS are currently undertaking a review of their control provision and this has delayed the project.
Operational Risk	3,650	63	3,713	3,573	(140)	£80,000 of this underspend relates to training. Operational courses originally planned for 2013/14 have been delayed and now programmed into the 2014/15 training plan.
Organisational Risk	82	0	82	210	128	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 the full amount was not received.
Service Support	3,030	(267)	2,763	2,570	(193)	This variance includes £95k relating to the FF Pensions which is a result of the reduction in Ill Health Retirement contributions. The remaining £98k is made up of a number of smaller variances across a number of budget areas.
Net Service Spending	**21,652**	**(205)**	**21,447**	**19,530**	**(1,917)**	

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	Reason for Request
Fire General Reserve	351	(351)	534	534	Please refer to Appendix V for a detailed analysis of the use of reserves
Fire Earmarked (Grants)	1,775	(1,775)	1,288	1,288	
Pensions (Former Fire)	872	0	95	967	
Capacity	(489)	489	0	0	
Fire AoS Incident	29	(29)	0	0	
Total	**2,538**	**(1,666)**	**1,917**	**2,789**	

2013/14 to 2014/15 Savings Plan

Reference	Savings Proposal Title	2013/14		2014/15			Reason for Variation and Management Action
		Target £'000	Final Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	500	500	500	500	500	The 2011-14 savings plan has been fully delivered by 31 March 2014.
	Total	**500**	**500**	**500**	**500**	**500**	
	Target		**500**		**500**	**500**	
	Remaining Shortfall/(Over Achievement)		**0**		**0**	**0**	

2013/14 to 2014/15 Capital Programme

Project Code	Description	Approved Budget					Actual/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	
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	49	0	0	633	(6)	(6)	
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	201	0	0	207	32	32	Additional work was required to secure the site but this was not included in the original quote. After monitoring spend against the Fire Capital Grant at Q3 the decision was made by the Management Team (including HoS) to fund the additional works from the grant but still keeping the overall grant funding within budget.
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	22	117	0	207	(146)	(29)	Included within the project is the refurbishment of the Control room to include a Silver Command Suite. This was due for completion by 31.13.14 but has been delayed due to issues with the IT infrastructure. These were not identified when reporting at Quarter 3.
Sub Total - Projects Funded From Fire Capital Grant		**1,499**	**393**	**0**	**0**	**1,892**	**1,499**	**273**	**117**	**0**	**1,889**	**(120)**	**(3)**	
11045000	Vehicle Replacement Programme 2013/14	0	130	0	0	130	0	207	0	0	207	77	77	The Service purchased 3 x Ford Transit vans in 2012/13 but did not receive the re-charge from County Fleet Maintenance. These vehicle costs were only identified during the final quarter of 2013/14 so not included in the Q3 monitoring. A revenue contribution has been made to fund the costs of these vehicles.
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	
Sub Total - F&R Self Financing Projects		**0**	**130**	**722**	**722**	**1,574**	**0**	**207**	**722**	**722**	**1,651**	**77**	**77**	
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	81	39	0	120	(39)	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	220	6,475	5,260	11,955	0	181	6,514	5,260	11,955	(39)	0	
11298000	Equipment for new Fire Appliances 2015/16	0	0	0	120	120	0	0	0	120	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	0	0	120	120	0	0	0	120	120	0	0	
11300000	Equipment for new Fire Appliances 2017/18	0	0	0	120	120	0	0	0	120	120	0	0	
Sub Total - Projects Funded from Corporate Resources		**0**	**420**	**6,595**	**5,620**	**12,635**	**0**	**342**	**6,673**	**5,620**	**12,635**	**(78)**	**0**	

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	
11088000	Integrated Communications Control System - Funded From Fire Capital Grant	127	98	0	0	225	127	99	0	0	226	1	1	
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	679	28	0	1,218	511	158	524	0	1,193	(521)	(25)	WFRS are working in partnership with Northamptonshire FRS (NFRS) on this project. NRFS are currently undertaking a review of their control provision and this has delayed the project.
Sub Total - Fire Control Project		**750**	**849**	**28**	**0**	**1,627**	**750**	**329**	**524**	**0**	**1,603**	**(520)**	**(24)**	
Grand Total		**2,249**	**1,793**	**7,345**	**6,342**	**17,729**	**2,249**	**1,152**	**8,036**	**6,342**	**17,779**	**(641)**	**50**	

Performance Information April 2013 to March 2014

F&R: All Measures						
Ref	**Measure**	**2012/13 Actual**	**2013/14 Target**	**Period Actual 31/03/2014**	**Period Alert**	**Comments**
M17050	% of HFSCs delivered to vulnerable persons	86.42	80	92.84		
M17001	Total number of preventable fire related deaths	1	0	0		
M17000	Total number of preventable fire related injuries	10	9	22		There have been 22 fire related injuries reported in 15 incidents, occurring across the County during 2013/14, this compares to 11 in the previous year. Although there has been an increase in the number of injuries it should be noted that these numbers are still exceptionally low compared to other Services. As injuries are reported trend analysis is completed to ensure that any emerging trends or issues are identified and targeted proactive safety initiatives are implemented.
M17003	No.of primary fires	666	666	634		
M17006	No. of accidental dwelling fires	158	158	156		
M17052	Total number of small fires	541	541	639		Levels of **small fires** and **deliberate fires** have increased, by 18% and 78.7% respectively compared to last year. The increase for both measures is due to increased numbers of deliberate small fires particularly in the Nuneaton area of the county. 51 % of the Countys arson activity took place within the Nuneaton and Bedworth cluster. Deliberate fire setting has historically increased during periods of hot, dry weather and this was certainly the case during the particularly hot period earlier this year. The Small Fires Unit has been deployed at times when we have seen increased activity historically. The B.I.K.E (Bicycle, Intervention, Knowledge and Education) team has also been out and about at known high activity times and days. The team try and interact with possible fire starters and minimise the number of incidents. The Arson Reduction team closely monitors levels of activity and deploy the SFU to deal with particular emerging issues. Across the year the degree to which both categories have been over target has narrowed considerably as the periods of high activity were restricted to the summer months and then activity reduced to levels below last year.
M17053	Total number of deliberate fires	489	488	532		Comment as above
M17054	Total number of fires in non domestic premises	103	103	85		
M17057	% achievement of 10 and 20 minute response standards	95.16	95.16	96 (apr-nov)		Due to a change in the CONTROL mobilising system the attendance times are no longer measurable using the previous rationale. WFRs have now moved to measuring our P1-5 attendance times. These results will be included during reporting in 2014/15
M17058	Number of RIDDOR reportable accidents	27	9	6		
M17034	Number of personal injuries	49	49	47		
M17049	Economic cost of fire (average cost of fire x total number of fires)	11324256	11324256	12717310		**Economic Cost of Fire** at the end of the year the economic cost of fire has increased compared to the previous year by £1.4 million or 12.3%. There have been decreases in all of the sub categories of fire apart from vehicle fires. The main reason for the increase in the cost of fire is the increase in fire related deaths and injuries. There was an increase of £1.1 million in the cost of injuries and the 2 non preventable deaths doubled last years related cost.

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)**	Implementing the learning from the last period of industrial action. To fully implement the actions of the review operational debrief regarding the last 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	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Government Funding and Business Rates	(184,428)	(1,903)	(186,331)	(186,863)	(532)	
Dedicated Schools Grant and other school funding	(266,023)		(266,023)	(255,212)	10,811	The significant changes in the budget are as a result of 18 academy conversions in the year where the DSG funding is reduced but a corresponding reduction is shown in the schools budgets.
Individual Schools Budget (ISB)	207,112		207,112	196,530	(10,582)	
Capacity Building Fund	615		615	0	(615)	Nil spend in 2013/14 to be carried forward into 2014/15
Provision for Pay and Conditions	1,596	(690)	906	166	(740)	This reflects a planned underspending to be used as a contribution to redundancy costs.
Insurance	0		0	(960)	(960)	Includes Bath Place settlement of £713,290 due to Resources as draw down from reserves in new year
Capital Financing	38,815	1,622	40,437	37,747	(2,690)	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		8,151	8,151	0	Revenue contributions from 2012/13 underspendings as agreed by Cabinet in July.
Interest on Revenue Balances	(1,808)		(1,808)	(1,371)	437	Cash performance on external & internal deposits has fallen as rates being offered reduce further.
Corporate Board	1,397	(11)	1,386	1,219	(167)	This resultant net underspending of £167,000 is made up of a minor Corporate Board overspend of £31,000, plus a budget adjustment of £198,000 for the early repayment of self financing debt - the underspend of which will go straight to Resources Group Transformation Fund Reserves with the Corporate Board £31,000 overspend going to General Reserves.
County Coroner	385		385	392	7	
Environment Agency (Flood Defence Levy)	223		223	223	0	
External Audit Fees	385		385	119	(266)	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
County Council Elections	424		424	709	285	£576,000 has already been advanced to the districts/borough as 75% of their estimated costs. £123,000 has now been paid to settle all final claims now received plus £10,000 for a By-election. The accumulated elections reserve has already been used and is shown as part of the budget of £424,000. Therefore the £285,000 overspend will be a call on General Reserves at the year end.
Members Allowances and Expenses	1,036		1,036	1,049	13	
Other Administrative Expenses & Income	402		402	979	577	Includes equal pay legal costs £452,000 plus £131,000 HMRC unpaid payroll tax and National Insurance.

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Final Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Reorganisation Pensions	64		64	65	1	
Subscriptions	233		233	114	(119)	
Net Service Spending	**(191,421)**	**(982)**	**(192,403)**	**(196,943)**	**(4,540)**	
				Non DSG	(4,769)	
				DSG	229	

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	Reason for Request
General Reserves	18,832	(1,064)	649	18,417	
Medium Term Contingency	13,315	0	0	13,315	
Service Realignment Fund	10,528	7	740	11,275	
Capital Fund	387	574	(93)	868	
Quadrennial elections	312	(312)	0	0	
Capacity Building Fund (former Development/Modernisation Fund)	948	(109)	615	1,454	
NHS Grant	2,218	(2,218)	854	854	
External Audit	232	0	266	498	Please refer to Appendix V for a detailed analysis of the use of reserves
Insurance Fund	8,015	0	960	8,975	
Community Infrastructure Levy	301	0	0	301	
National Non-Domestic Rates Pool	0	0	(467)	(467)	
National Non-Domestic Rates Appeals Reserve	0	0	1,047	1,047	
Carbon Reduction Commitment	0	0	210	210	
Resources Group General Reserves	645	486	(210)	921	
Resources Group Transformation Fund Reserve	0	854	198	1,052	
Total	**55,733**	**(1,782)**	**4,769**	**58,720**	

2013/14 Organisational Health Report (Finance, Performance & Risk) **Appendix T**

Corporate Business Plan: Performance Summary (April 2013 – March 2014)

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. Within this report, you will find information on our key performance indicators as set out in the Corporate Business Plan for 2013 – 14 and should be read in conjunction with our financial and risk monitoring information.

1.2. The Corporate Business Plan for 2013/14 sets out 7 Ambitions:

1. Community & Customers
2. Safety & Protection
3. Care & Independence
4. Environment & Housing
5. Enterprise, Transport & Tourism
6. Schools & Education
7. Organisation

1.3 This Appendix provides the year end position on the progress that the Authority has made over the financial year in working towards delivering these Ambitions

1.4 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 and this aligns us with financial performance and risk.

Green	Target has been achieved or exceeded
Amber	Performance is behind target but within acceptable limits (10% tolerance of the target set*)
Red	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*

1.5 The performance information contained within this Appendix provide year end results based on data at the end of the year point (April 2013 – March 2014). 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

2. Overall Performance Summary for Year End (April 2013 – March 2014)

	Qtr. 1	Mid-Year	Qtr. 3	Year End
Red	6	6	7	8
Amber	4	4	3	10
Green	23	20	23	27
Subtotal	33	30	33	45
Performance but no target set				1
Not Yet Available (NYA)	18	21	18	4
Not collected this year	5	5	5	4
Grand Total	54	54	54	54

Overall, at the end of the year, we are able to report on 85% of performance measures (46 out of 54) within the Corporate Business Plan which apply in 2013/14.

We are unable to report progress against 8 measures. This includes 4 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 Year End performance information by each Ambition in the Corporate Business Plan. Further details about the individual measures under the relevant ambitions are provided within this report.

(* as a % of the subtotal)

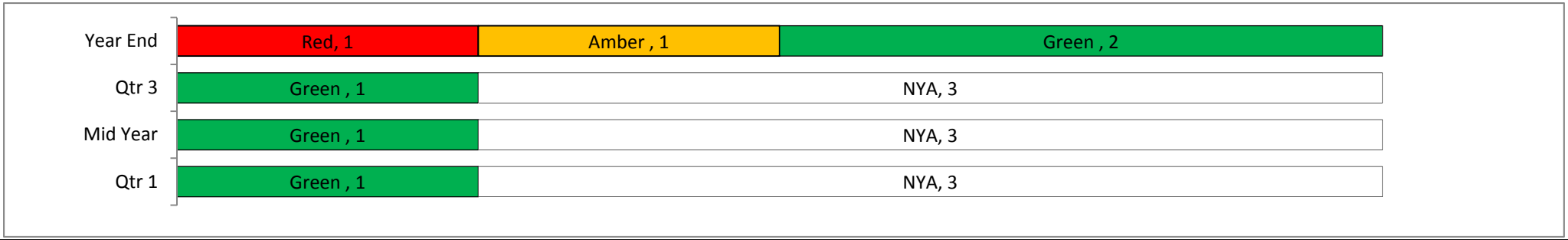
	Ambition 1: Community & Customers	Ambition 2: Safety & Protection	Ambition 3: Care & Independence	Ambition 4: Enterprise, Transport & Tourism	Ambition 5: Environment & Housing	Ambition 6: Schools & Education	Ambition 7: Organisation	Total
Red	1	2	0	0	2	2	1	8 (17.8%)*
Amber	1	2	3	1	0	0	3	10 (22.2%)*
Green	2	8	7	3	1	3	3	27 (60%)*
Subtotal	4	12	10	4	3	5	7	45
NYA	0	1	0	3	0	0	0	4
Not collected this year/ not applicable	0	0	0	1	0	0	4	3
Grand Total	4	13	10	8	3	5	11	54

3. Highlights by Ambition

1. Community & Customers	Direction of Travel ⇩

Outcomes:

- **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**
- **Enable Communities to help themselves**
- **Encourage volunteering across the County and**
- **Improve resident satisfaction with services and their role in shaping services**



	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
% 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.			33.5% (A)
% satisfaction with local area as a place to live.		**62.89%**				88.9% (G)
% satisfaction level with the quality of services received	**62% (G)**	**86.7%**	Annual indicator – question will be included in a commissioned perception survey			71% (R)
Warwickshire's Contribution to Rural Broadband Development:-						
Implementation of first phase of Broadband Extension as defined in the procurement plan	New Measures	**Yes**	Yes (G)	Yes (G)	Yes (G)	Yes (G)

Commentary and Key Actions Taken

% satisfaction level with the quality of services received

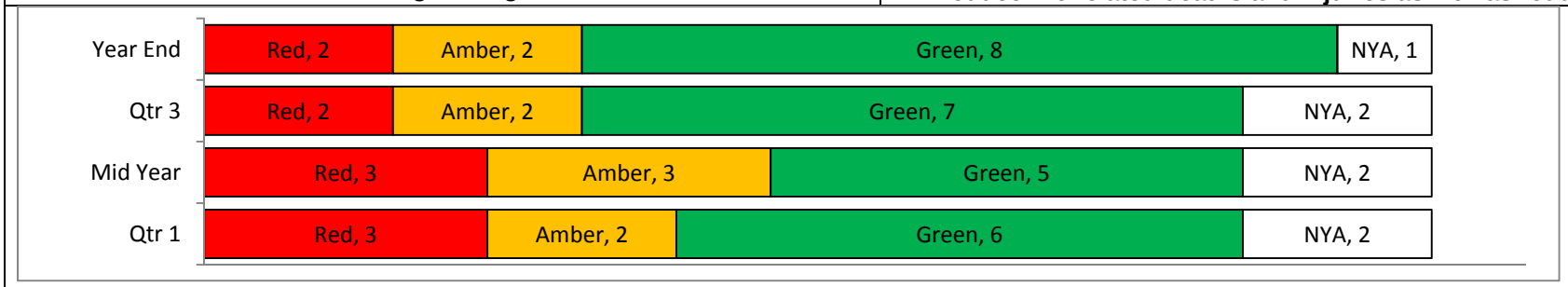
Whilst the results for the % satisfaction with the quality of services received is lower than the target set for 2013/14, the actual outturn for this measure was 9% higher than when the same question was asked in 2012/13. For 2014/15, WCC will continue to ask what its customers think about the quality of services they receive through the use of a perception survey.

2: Safety & Protection

Direction of Travel ⇧

Outcomes:

- **Reduce further the number of people killed or seriously injured on Warwickshire's roads**
- **Proactively maintain the highways network to a safe standard, working with partners to do so**
- **Reduce abuse of children and vulnerable adults through improving the reach of co-ordinated safeguarding interventions**
- **Focus on tackling high harm causers and re-offenders Work with Police to reduce levels of violent crime, especially domestic violence**
- **Reduce the damaging effects on families and communities caused by drugs misuse**
- **Work in partnership to reduce the significant consequences of the misuse of alcohol**
- **Work with partners to reduce instances of anti-social behaviour**
- **Reduce fire related deaths and injuries as well as reducing the economic cost of fire**



Data Notes

1. The Q1 to Q4 figures cover the period January to December 2013.
2. The data relates from 1st January 2013 to 31st December 2013

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)	288 (G)
Number of children who are subject of a child protection plan	49 (A)	**46 per 10k**	48 (A)	52 (R)	50 (A)	47 (A)
Children who are both looked after and subject of a child protection plan	65 (R)	**48**	55 (R)	56 (R)	55 (R)	41 (G)
Alcohol related admissions for under 18s (rate/100,000)	58.32 (G)	**60**				NYA
Number of repeat safeguarding referrals	13 (G)	**11.9**	11 (G)	11.9 (G)	11.9 (G)	10.7 (G)
% of people who use services that feel safe is in top quartile of comparator group	No (R)	**Remain in top quartile**				Yes (G)
Incidents of serious acquisitive crime per 1,000 population	11.05 (G)	**11.04**	10.9 (G)	10.84 (G)	10.77 (G)	10.78 (G)
Adult drug users exiting treatment successfully (see data note 2)	10.1 (R)	**10**	10 (G)	11 (G)	11 (G)	14.2 (G)
Incidents of all anti-social behaviour	20,164 (G)	**20,163**	19,473 (G)	20,371 (A)	20,029 (G)	19920 (G)
Incidents of serious violent crime per 1,000 population	4.77 (G)	**4.76**	5.35 (R)	4.94 (A)	4.81 (A)	4.77 (A)

Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
No. of fire related deaths which were preventable per 100,000 pop.	0 (G)	**0**	0 (G)	0 (G)	0(G)	0 (G)
No. of fire related injuries per 100,000 population	11 (G)	**10**	20 (R)	18 (R)	18 (R)	22 (R)
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)	£12,717,310 (R)

Commentary and Key Actions Taken

Alcohol related admissions for under 18s (rate/100,000) These figures are provided nationally on the Local Alcohol Profiles for England(LAPE) website which has not been updated since the 2012/13 year-end figures were uploaded in September 13.

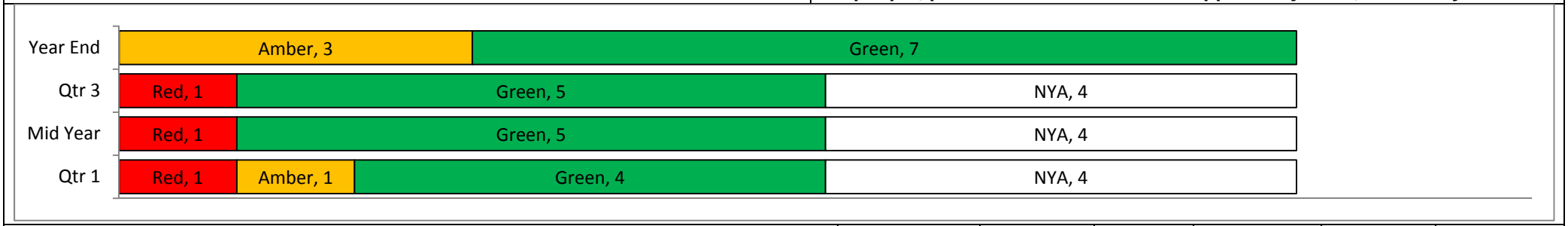
No. of fire related injuries per 100,000 population: There have been 22 fire related injuries reported in 15 incidents, occurring across the County during 2013/14, this compares to 11 in the previous year. Although there has been an increase in the number of injuries these numbers are still exceptionally low compared to other Services. As injuries are reported trend analysis is completed to ensure that any emerging trends or issues are identified and targeted proactive safety initiatives are implemented.

The economic cost of fire for Warwickshire: At the end of the year the economic cost of fire has increased compared to the previous year by £1.4 million or 12.3%. There have been decreases in all of the sub categories of fire apart from vehicle fires. The main reason for the increase in the cost of fire is the increase in fire related deaths and injuries. There was an increase of £1.1 million in the cost of injuries and the 2 non preventable deaths doubled last years related cost.

3: Care & Independence	Direction of Travel ⇧

Outcomes:

- **Fulfil our duty of care to older and vulnerable people**
- **Ensure that all those eligible are offered an adult care personal budget**
- **Increase the scope of re-ablement services**
- **Working with partners to improve number of older people living independently in their own homes**
- **Embrace the Public Health Service within our responsibilities to improve the health of the County's population**
- **The successful transfer of the Public Health Service to the Local Authority**
- **Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it.**



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	71.6% (A)	**75%**				72.3% (A)
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%**				70.3% (G)
% of older people (65+) who are still at home after 91 days following discharge from hospital	82.2 (G)	**87%**				87.9% (G)
Delayed transfers of care between social care and health per 100,000 population	13.1 (A)	**11**	11 (G)	10 (G)	9.5 (G)	8.8 (G)
Admissions to residential care homes per 100,000 population	712.9 (R)	**530**	700 (R)	714.5 (R)	714.5 (R)	546.8 (A)
% of people using social care who receive self-directed support	70.7% (G)	**65**	72 (G)	72 (G)	75 (G)	76.3% (G)
% of customers not needing on-going social care 91 days after leaving Reablement	62% (A)	**63**	62 (A)	65 (G)	65 (G)	62% (A)
% of Reablement customers where one or more agreed outcomes are fully met	81% (G)	**85**				85.7% (G)
% 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)	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)	100% (G)

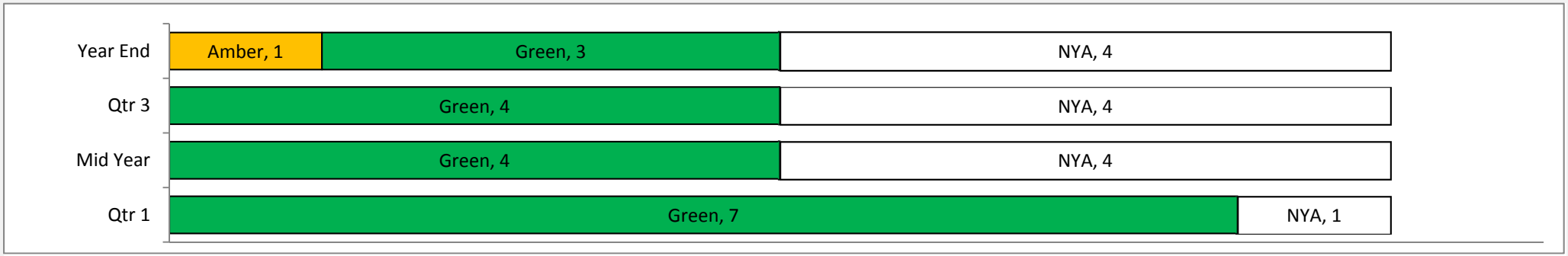
Commentary and Key Actions Taken

The proportion of people who use service and carers who find it easy to find information about support - This indicator is a combination of the results of the carer and customer surveys, this year only the customer survey was run meaning we use last year's results from the carer survey.

4: Enterprise, Transport & Tourism	Direction of Travel ⇧

Outcomes:

- **Support economic growth by improving Warwickshire's reputation as a good place to do business**
- **Improve transport options within Warwickshire**
- **Increase opportunities for people to improve their work related skills**
- **Make Warwickshire a place of destination for tourists and visitors and**
- **Work to reduce harm on Warwickshire's businesses caused by any future approval of High Speed 2.**



Measures	2012/13 Actual	Target 2013/14	Qtr. 1	Mid-Year	Qtr. 3	Year End
The number of individuals undertaking Apprenticeships in the sub-region	8,490 (G)	**6,200**	6,450 (G)	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)	3,800 (G)
The number employed in key target growth sectors of the sub regional economy (LEP)	146,000 (G)	**150,000**	150,000 (G)			NYA
The number employed in key target growth sectors of the Warwickshire economy	99,400 (G)	**100,000**	100,000 (G)			NYA
% Businesses reporting skills shortages (LEP)	NYA	**31%**	31% (G)	To be undertaken in 2014/15		
WCC cost per passenger journey on WCC supported services	£0.76 (G)	**0.75**	0.75 (G)	0.75 (G)	0.75 (G)	0.76 (A)
Length of highway network where surface treatment was achieved (kms)	210.7 kms (R)	**250**	250 (G)	250 (G)	257 (G)	277 (G)
Length of highway network where maintenance is needed	TBC	**No target set**				583.5km

Commentary and Key Actions Taken

The information on the number of individuals undertaking Apprenticeships is based on annual information that is reported to us a year in arrears and therefore the information reported in the table above is based on the number of apprenticeships as at the end of 2012/13. The final 2013/14 figure for the number of people employed in key target growth sectors is expected to be released by the Office of National Statistics by October 2014 and a revised out-turn figures for 2012/13 show an improvement on the results previously reported.. The % of businesses reporting skills shortages is taken from a survey conducted by Coventry and Warwickshire Chamber of Commerce, the Chamber have not undertaken the survey this year and therefore, we are unable to report a result for this financial year. However, the survey will be reinstated in 2014/15.

5: Environment & Housing	Direction of Travel ⇩

Outcomes:

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

Data Notes

1. Q4 information is currently being validated, an estimate has been provided based on data released in July 2013. Actuals are due in August.

Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
Residual household waste per household (see data note 1)	500.36kg (A)	**473kg**		509 (A)	506.97 (A)	473 (G)
The % CO^2 reductions delivered through Corporate Projects	32% (G)	**2.5% reduction**	10% increase (R)	13% 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)	161 (R)

Commentary and Key Actions Taken

The % CO^2 reductions delivered through Corporate Projects

In 2010/11 and 2011/12 WCC was able to report on a total of only 93% of its total carbon dioxide emissions from electricity, gas and heating oil consumption but this increased in 2012/13, following CRC changing the rules. This resulted in having to report on an extra 8% of property by floor area and therefore, that has resulted in us being able to report on a like for like basis. The 13% increase as reported is based on 43,030 tonnes CO2 reported in July 2013 compared to 37,978 tonnes CO2 reported in July 2012. 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.

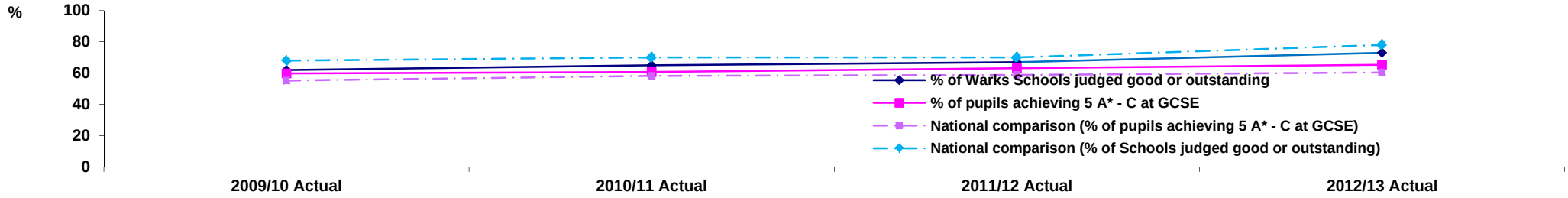
Extra Care Housing Units

The targets set for this indicator were set at the start of the programme. Overall the programme is on course to meet its targets, both in extra care units being delivered and savings achieved to date but there have been delays relating to the building of some of the schemes, e.g. securing of planning consents and implications of bad weather such as rainfall levels.

6: Schools & Education	Direction of Travel

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**



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%	73% (G)
% of pupils achieving 5 A* - C at GCSE including English and Maths or equivalent	59.8%	60.7%	65%	63.1% (A)	65%	65.3% (G)

Commentary and Key Actions Taken

All 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. The performance results above are for the academic year 2012/13 and show an increase in performance over the last 4 years. Results for the current academic year will be available in the Autumn 2014

Financial Year 2013/14

Data Notes

1. 2012/13 data has been published (Dec 2013) 16.50% of children in year 6 are reported as obese. 2013/14 data is due August 2014

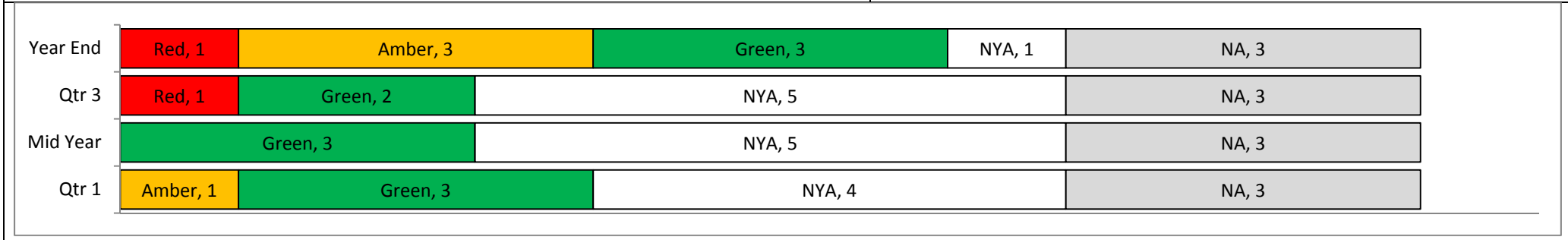
Measures (Financial Year April 2013 – December 2013)	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% of 16-18 year olds who are not in education, employment or training (NEET)	3.6% (G)	3%	3.6 (R)	3.6 (R)	3.6 (R)	3.6 (R)
Prevalence of breast feeding at 6 – 8 weeks from birth	44.02% (A)	50%	50% (G)	50% (G)	50% (G)	44 (R)
Measures (Financial Year April 2013 – December 2013)	**2012/13 Actual**	**2013/14 Target**	**Qtr. 1**	**Mid-Year**	**Qtr. 3**	**Year End**
% of children in year 6 who are obese	17.38% (R)	17%	17% (G)	17% (G)	17% (G)	17 (G)

Commentary and Key Actions Taken
Prevalence of breast feeding at 6 – 8 weeks from birth The data requires refresh for South Warwickshire where data validation has not yet been completed. There is an action plan in place with partners to assure that all relevant front line staff and services support and encourage mothers to breastfeed. The action plan is being reviewed by the Warwickshire Breastfeeding Strategic Group and will be revised and monitored to ensure momentum is continued and all partners are working towards increasing breastfeeding rates. All partners in the group work collaboratively and passionately to ensure that mothers are offered and given support and that front line staff have the competencies to encourage and support mothers to breastfeed. The breastfeeding strategy group is exploring the addition of positive messages about breastfeeding on the Public Health twitter and face book feeds. **% of 16-18 year olds who are not in education, employment or training (NEET)** The 2012/13 figure reports on the average NEETs figure across November 2012, December 2012 and January 2013. This is published by the DfE in the following June. Therefore in March 2014 the latest data available is 2012/13 NEETs. The LA has set challenging targets in order to move towards RPA of 100% participation by 2015. Budget savings and changes to the LA duties have all impacted on progress towards reducing NEETs.

7: Organisation	Direction of Travel

Outcomes:

a. **Ensure that the organisation is focused on delivering agreed outcomes by using commissioning processes to redesign and improve our service provision**
b. **Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need**
c. **Ensure WCC continues to be recognised as a good employer**
d. **Focus and rationalise local council services through One Front Door project and property rationalisation and**
e. **Ensure a light touch management structure that encourages innovations and acts with pace**



Measures	2012/13 Actual	2013/14 Target	Qtr. 1	Mid-Year	Qtr. 3	Year End
% Increase in satisfaction with service provision		5		5 (G)		5 (G)
Number of Service Reviews delivering full business case to schedule	7 (R)	12	12			12
Complete the JSNA refresh to support commissioning decisions	Yes (G)	Yes				
Ensure the development & implementation of a Health & Well-being Strategy for Warwickshire	Yes (G)	Yes				
The annual governance is accepted without qualification by the Council's external auditors	Yes (G)	Yes	Yes (G)	Yes (G)	Yes (G)	Yes (G)
Net variation to budget	5.1%	+/- 1%	-0.3%	-1%	2 (R)	-4.5% (R)
% of our retained operational property portfolio having optimum utilisation	90% (G)	95%	91%	95 (G)	95 (G)	90 (A)
% of staff who are flexible workers						
% 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)					

Commentary and Key Actions Taken

Net variation to budget

The overall variation to net budget (including business rates and dedicated schools grant) is -5%. This includes the late receipt of national grants and ring fenced funding. Detailed reasons for individual Business Unit variations are contained in the outturn report".

% of staff who are flexible workers

We are unable to report on the proportion of staff who are flexible workers. In order to accurately record this information, structural changes to HRMS are required and whilst a change request has been made, there is currently no capacity within the HRMS support team to do this as it not currently a high priority for the Organisation. However, once the change has been made and officers are able to record whether they are flexible workers or not, we can capture and report on it with much more accuracy. In the interim, Heads of Service will be asked to identify the numbers of staff with flexible working agreements in place in order to help the Organisation understand how flexible the current workforce is.

Going for Growth Performance Reporting Year End 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 and Resources Group being responsible for one each and Communities responsible for four of the agreed measures.

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

Measure	Target	Progress to Date	DoT
Number of individuals undertaking apprenticeships within the County: • With WCC (as internal employees) • Outside WCC (with external employers	• 40 Apprentices working within WCC, • Apprenticeship Hub to have worked with SME businesses to enable 100 additional Apprenticeship vacancies in Warwickshire, • 2900 residents of Warwickshire starting an Apprenticeship programme in the year	WCC recruited 34 Apprentices in 2013/14 bringing the total Apprentices working for WCC at 31st March 2014 to 41. The Warwickshire County Council 'Get an Apprentice' Page had 1251 Unique Page views in the 13/14 year and we engaged directly with 152 businesses from which 48 vacancies have either been recruited to or are being recruited at present. We are unable to ascertain how many of the 1251 unique views of the webpage or informal discussions at Business to Business events have led to businesses recruiting. We have also helped employers already engaged in Apprenticeships in the recruitment process to advertise over 200 vacancies via our websites & social media presence. The second external page - Warwickshire.gov.uk/apprenticeships –which gives more information around what it is to be an apprentice had 5338 unique views over the same time period showing a high demand for Apprenticeships. The data from the National Apprenticeship Service for the academic year (August 2012-July 2013) is showing Apprenticeship starts have increased in Warwickshire, resident's (All age) year on year by 12.8% to 5163	↑

Measure	Target	Progress to Date	DoT
		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 has not yet been released.	
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	• Design and build tender accepted January 2014	The scheme has now been divided into two distinct packages: Package 1 (new stations at Bermuda Park and Coventry Arena plus platform lengthening at Bedworth) and Package 2 (train service frequency improvements). The main reason for this is a national shortage of diesel rolling stock required to operate the additional services from the original start date of December 2015. On the 13th February 2014 Cabinet approved the submission of a joint 'Final Approval' Major Scheme Funding submission by Warwickshire County Council, Coventry City Council, and Centro to the Department for Transport for funding to deliver Package 1. The submission has now been approved and construction will start in the Summer (2014) with completion and stations opened by Summer 2015. The delivery timescales of Package 2 will be decided during 2014. At present the earliest additional rolling stock could become available is during 2016/2017.	
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.	• Secure land via an option agreement and submit a planning application both by mid 2013. • 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.	The purchase of the land required for the scheme was completed in March and advance works including fencing, ecology mitigation and archaeological investigation will begin in May 2014 in preparation for the main works. An additional planning application to allow for surplus topsoil to be retained on site and considerably reduce the amount of road haulage has been submitted. The topsoil would be spread over a field at a depth of 300mm – 400mm. Tenders for the works are expected to be invited in May 2014 and returned in July 2014. Works are still planned to commence at the end of August 2014. Highways Agency (HA) element of the overall scheme is still programmed to begin construction in March 2015.	

Measure	Target	Progress to Date	DoT
Deliver Superfast broadband as an aid to economic growth	• 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.	The phase one project is now fully into installation mode and the overall project is within budget. We are able to report at the year-end that the installation timescales are ahead of schedule (as agreed as part of the contract) and as a result, the first cabinet will be going live in Snitterfield school in April 2014. A further 48 cabinets are live and ready for service across the CSW sub-region and another 22 are certified for production and at the end of March 2014, 150 cabinet surveys have been completed with 130 build order raised. We have also published a 12 month rolling plan to give citizens the maximum advance information available on planned roll-out. We have also connected the first Council premises to the PSN network using BDUK developed connections We have also submitted a bid for further matched funding from BDUK for the Superfast Extension Scheme which should allow us to extend Broadband to 95% of premises in both Warwickshire and the sub-region. The Council have approved £3.68million pounds of funding from the Growth fund to underwrite this bid.	
No of Looked After Children aged 16-19 involved in work based activities, employment, education and training, supported by Tiffin Club activities, Virtual School and Getting Ready for Adult Life team (Care2Work plan).	•	In January 2014, the Virtual School reported improvements on the preceding year, that: • 21% (compared to 20% in 2012) achieved 5 A*-C (inc English & Maths) and this is higher than our 10 statistical neighbours; • 43% (compared to 23% in 2012) achieved 5 A*-C; and this is higher than 9/10 statistical neighbours, with the average being 33.1% • 77% (compared to 74% in 2012) achieved some qualification • (of this cohort 65% have SEN (registered or statement) and 14% are unaccompanied asylum seekers). The Get Ready for Adult Life Service (Leaving Care) Service are currently reviewing the Care2Work Plan and will be available for the next quarter. We will be providing leaving care workers with additional training around	

Measure	Target	Progress to Date	DoT
		employability from NCAS and budgeting from Citizens Advise Bureau. The Service is being designed, to be centralised to create a single service from 16 years until the end of the leaving care service, this will have 2 office bases to cover the north/south of the county. This will be under one Operations Manager and will promote EET. We have been successful in securing some funding to improve engagement and outcomes in STEM subjects. This will involve mentors to support young people and a range of other activities to promote achievement. This will continue until March 2015. 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. The Baradell Fund has provided more grants to care leavers to support their achievements in employment or education.	

Appendix V - Use of Reserves - People Group

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Safeguarding	**(945)**	**0**	**(945)**	**0**	**945**	**0**		**0**	
Repay 2013/14 Overdrawn Reserve						945	To repay the over drawn reserves there has been a first call on the 2014/15 budget. The funding to repay is a combination of Head of Service allocated Inflation, Head of Service one off expenditure for previous years savings slippage and one off expenditure as well as early achievement of post 2014/15 savings being achieved in 2014/15.		
Social Care & Support	**7,845**	**270**	**8,115**	**0**	**0**	**(1,190)**		**6,925**	
Learning Disabilities						(370)	The ongoing delivery of SIS (supporting independence service - LD) services, pending the establishment of a new model.		
Learning Disabilities						(300)	The approximate additional cost pressure of continuing to run the Complex Needs Service pending establishment of new model.		
Head of Service						(250)	One off capacity for Social Care and Support for planning delivery of Care Act and preparing to deliver.		
Head of Service						(270)	Committed residual Expenditure of Common Assessment Framework Funding		
Service Savings								6,925	This reserve is in place in order to address the future service risks recognising the scale, volatility and overall risk associated with adult social care services. This includes the need to protect the wider council from the impact of these, because a small percentage change to adult social care expenditure is a large financial figure. For reference, over £4m was spent in one-off funding in 2013/14, which was possible through the reserves management system. The reserves plan therefore manages exposure relating to unpredictable changes such as serious winter pressures (e.g. flu epidemic), unpredictable market pressures (e.g. judicial review or unanticipated market moves which result in provision costs increasing substantially), and other changes such as those in health which may adversely impact social care. When established and each year thereafter, an analysis is undertaken to identify the reasonable level of reserves to mitigate for the potential financial risks associated with adult social care (noting that not all of the activity relating to adult social care happens within the Social Care and Support Business Unit). Many of these risks have been highly reported as general themes in the media. A more detailed briefing note is available on the risks.

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

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Strategic Commissioning	**7,961**	**0**	**7,961**	**0**	**0**	**(4,049)**		**3,912**	
Contribution to Children Centres Redundancies						(100)	Agreed / Committed WCC operated Children Centre Redundancies		
Zero Based Review of National Adult Social Care grant						(75)	To deliver the changes in social care and support coding for the Care Act reforms.		
Support for Systems Review - Capital Costs						(1,000)	To purchase a new activity management system for social care and support and learning & achievement. The tender process for this is well underway.		
One Off Project Expenditure/One Off Carefirst pressures in future years						(500)	As above and to provide programme management support for whole systems implementation. This will also include a key element of training and support for frontline teams to ensure that any transitional work is delivered within clearly defined specifications and timelines.		
Winter pressures						(1,240)	This carry forward will be used to fund a range of initiatives to improve alignment with health and prevent escalation of need during future winters.		
Discharge to assess funding for 14/15 beds						(1,134)	Resources allocated to winter pressures, freed up by health contributions to projects at the end of 13/14 which will be used to fund 14/15 D2A beds		
Service Savings (Non DGS)								3,912	The remaining reserves are required for the following risk areas: Business continuity within the market place with additional burdens within the Care Act which places a duty on local authorities to intervene, run and support any failing provider within the market place, Pension Liabilities which are emerging from TUPE transfers back in the 1970s and 80s which the People Group now have been tasked with covering, Complex Needs Service (this is the remaining internal provider element of services) and the potential for significant staffing issues such as; increased staffing shortages/reduction in management cover/redesign of model for day opportunities, Children Centres a small amount of funding has been agreed to be held in reserve for the transferring Children Centres and the low risks relating to the pension fund, integration risks relating to the Better Care Fund and the potential for market prices to be impacted upon from health (i.e.; price differential within the market place), wider business continuity issues that impact on commissioned services e.g.; winter pressures, sever weather conditions, potential break out of sickness and illness across a wide staff group. To be held in reserves: £4m. please note: This is a low reserve and this is mitigated by some reserves being held within social care and support for market failure.
Early Help & Targeted Support	**674**	**(270)**	**404**	**0**	**0**	**(98)**		**306**	
Head of Service						(98)	One off Funding to transfer in an orderly and effective manner the County Music Service to the Third Sector.		
Service Savings (Non DGS)								306	To contribute to identified one off slippages in savings plans such as Children's Centre & IDS.
Learning & Achievement	**(108)**		**(108)**	**0**	**108**	**0**		**0**	
Repay 2013/14 Overdrawn Reserve						108	To repay the over drawn reserves there has been a first call on the 2014/15 budget. The funding to repay is a combination of Head of Service allocated Inflation, Head of Service one off expenditure for previous years savings slippage and one off expenditure as well as early achievement of post 2014/15 savings being achieved in 2014/15.		
Total People Group	**15,427**	**0**	**15,427**	**0**	**1,053**	**(5,337)**		**11,143**	

Appendix V - Use of Reserves - Resources Group

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	What the requested carry forward will fund	Retained Balance at 1 April 2014	What risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Customer Service	**659**	**223**	**882**	**0**	**0**	**(219)**		**663**	
						(219)	This funding will be used to offer universal library membership for all primary school pupils and the installation of card payment facilities in library kiosks. There is also a provision for back pay claims and a scheme to improve the customer records management in Adult Social Care, which will increase the efficiency of the service.		
								663	The Warwickshire Local Welfare Scheme is a ring-fenced grant which will cease in 2015-16. The reserve will continue to support this area of need during future years, once this grant ceases to be in existence.
Finance	**364**	**(231)**	**133**	**0**	**0**	**(133)**		**0**	
Finance Savings						(133)	The Finance Business Unit requests to hold this reserve and apply it in 2014/15 to increase capacity to deliver training in financial management skills across the organisation (£76k) and to accelerate the professional training for Finance staff (£52k) along with supporting sub regional activity (£5k). All of this contributes towards the 2014-18 delivery of the One Organisation Plan.		
Human Resources	**1,453**	**(406)**	**1,047**	**0**	**0**	**(414)**		**633**	
Going for Growth Apprenticeship Scheme						(414)	This is the estimate required to sustain the current apprenticeship staff and new recruits expected in 2014/15	633	Ring fenced budget for 3 years to allow the apprenticeship programme to continue
Information Assets	**1,560**	**(197)**	**1,363**	**0**	**0**	**(110)**		**1,253**	
Information Assets Savings						(110)	This reserve is requested for service development during 2014/15 to help meet the One Organisational Plan, including password self service, some network re-engineering and improvements to software asset management.		
WAN Investment								625	For investment in WAN as per Cabinet report in 2013/14 and future unified communications work
Schools PFI								200	Investment in the replacement of the schools learning platform, E-Safety and education learning and training facilities
Going for Growth BDUK								428	Funding held back to attract Government matched funding as part of BDUK phase 2 as per paper to Cabinet on the 5 June 2014

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

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Law & Governance	**343**	**(298)**	**45**	**0**	**0**	**(45)**		**0**	
Governor Services						(45)	The council's significant change agenda will likely raise legal issues as well as potential challenges which are likely to increase the Council's legal costs. Also, investigation work being undertaken by Risk and Assurance requires additional officer input which needs to be resourced.		
Physical Assets	**1,993**	**(465)**	**1,528**	**0**	**(628)**	**0**		**900**	
Catering Equalisation Fund								400	This reserve manages the risk of a significant drop in trading days in any one year due to external circumstances
Planning Application Reserve								500	To maximise the return from the council's assets, large developable assets have their value enhanced considerably if attached to them is a planning consent for development.
Service Improvement	**373**	**(318)**	**55**	**0**	**0**	**(55)**		**0**	
Service Savings						(55)	Reconceptualisation of Warwickshire Observatory, specialist training in support of the One Organisational Plan transformation programmes, and project management health check software.		
Resources Group Reserves	**1,972**	**1,692**	**3,664**	**0**	**(172)**	**0**		**3,492**	
General Reserves								568	This funding is held as a contingency for any unforeseen and unavoidable financing pressures.
Transformation Fund								1,924	This fund is held to enable the group to be more efficient in its business processes and to improve information management in order to meet the demands of the One Organisational Plan. This includes HR and finance system development along with improved customer records management and digital mailroom.
Commercial Development								1,000	This reserve has been established to pump prime traded services to ensure that they are commercially viable and offer competitive and sustainable services to customers in an ever increasingly competitive market place
Total Resources Group	**8,717**	**0**	**8,717**	**0**	**(800)**	**(976)**		**6,941**	

Appendix V - Use of Reserves - Communities Group

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Sustainable Communities	**4,655**	**(202)**	**4,453**	**(283)**	**(244)**	**(2,750)**		**1,176**	
General						(2,750)	£2,025,000 - Carry-forward of Rural Growth Network grant funding. Programme is due to end March 2015. £50,000 - Roll forward of funding previously allocated to Small Business Loans and agreed to be transferred to Access to Finance commencing in 2015/16. £61,000 - Roll forward to final year of Going for Growth funding for Apprenticeship Scheme £160,000 - Remaining allocation awarded by Council in 2013/14 for economic development, to fund S106 monitoring work and Growth Co-ordinator post £50,000 - Resurfacing of Stratford Greenway to address Health & Safety issues £404,000 - Transformation investment to deliver One Organisational Plan savings.		
European Match Funding Reserve								200	A Match Funding reserve to attract future European Funding, established by Cabinet in the Q3 Organisational Health Report 2013/14.
S38 Developer Funding								500	Substantial increase in S38 agreements has greatly increased revenue income. This is needed to cover works and employee costs that span several years. This reserve was established by Cabinet in the Q1 Organisational Health report 2013/14.
Business Centres, including Building Maintenance Liabilities								343	To invest in this traded service to meet essential maintenance costs at the Business Centres, to ensure that the quality of the service offer is maintained.
Development Group Realignment								134	To manage the volatility of income streams in Development Group, e.g. planning application fees. The reserve also includes £84,000 of specific grant funding used to develop the infrastructure of the service.
Localities & Community Safety	**3,833**	**202**	**4,035**	**0**	**0**	**(1,117)**		**2,918**	
General						(208)	£40,000 - Unspent grants and income received for specific purposes £168,000 - Transformation investment to deliver One Organisational Plan savings.	303	Transformation investment to Deliver OOP/savings
Secure Remand Reserve								260	Comprises donations to Heritage and Culture and pooled partner resources for the DAAT and Secure Remand which must be used for specified purposes.
DAAT Ring-fenced Reserves						(200)	Release of contingency for prescribing & dispensing costs back into service delivery.	284	
Heritage & Culture Donation Reserves								326	
Family Intervention Project						(30)	£30,000 - Unspent grants and income received for specific purposes	319	Funding required to meet future costs of the Family Intervention Project.
Trading Standards								65	Trading Standards Calibration surplus to fund service development and equipment replacement.
Proceeds of Crime								22	Proceeds of Crime Act income ring-fenced to fund further cases.
Community Safety Statutory Reviews								91	Ring-fenced sum to fund unavoidable costs of Community Safety statutory reviews on domestic homicide.
Priority Families Initiative						(392)	DCLG funding to support the delivery of 3 year programme through to March 2015	973	This is the balance of ring-fenced government funding for the Priority Families initiative to support the delivery of the 3 year programme through to March 2015.
Heritage & Culture Services - Our Warwickshire								75	The funds carried forward for the "Our Warwickshire" Heritage Lottery Fund projects were earmarked for phase 2 in 2014/15 and transferred to reserve by Cabinet in the Q1 Organisational Health Report 2013/14.

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

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Localities & Community Safety (Continued)									
Flood Management Reserve						(287)	The request relates to three amounts; -£99,000 - Pathfinder project grant received from DEFRA for 2013/14 but will not be used until 2014/15 -£88,000 - Sustainable Urban Drainage Scheme (SUDS) grant awarded by DEFRA for implementation costs etc. for 2013/14 however only notified in mid-March. -£100,000 - To fund work required for the Surface Water Management Plan and provide business cases and match funding for Flood Defence Grant schemes.	200	This reserve was set up by Cabinet in the Quarter 2 Organisational Health Report 2013/14 to use as match funding contribution to future projects
Transport & Highways	**4,466**	**0**	**4,466**	**(737)**	**(256)**	**(1,081)**		**2,392**	
General						(873)	£405,000 - Transformation investment to deliver One Organisational Plan savings. £450,000 - Purchase of replacement gritters scheduled for 2014/15 £18,000 - To deal with one-off budget pressures in 2014/15		
Speed Workshops								1,758	This money which has been generated from surpluses on the Speed Awareness Workshop courses is effectively ring-fenced as it is jointly controlled by Warwickshire County Council and the Police.
Kenilworth Station								188	Reserve held for potential costs in developing Kenilworth Station, including the liability for additional rates to be paid on land at Warwick Road, purchased as part of the project.
County Fleet Management						(108)	To provide for the initial investment required to deliver the changes proposed within the Strategic Commissioning review where by CFM purchase vehicles on the behalf of end users.	175	To provide for the initial investment required to deliver the changes proposed within the Strategic Commissioning review where by CFM purchase vehicles on the behalf of end users.
Concessionary Travel						(40)	To deal with one-off budget pressures in 2014/15		
Design Services						(60)	Transformation investment to deliver One Organisational Plan savings.	271	Transformation investment to deliver One Organisational Plan savings in future years.
Public Health	**2,245**	**0**	**2,245**	**0**	**(500)**	**0**		**1,745**	
								1,745	Transfer of ring-fenced underspends to Public Health reserve.
Communities Group Reserves	**4**	**0**	**4**	**0**	**0**	**0**		**4**	
								4	
Total Communities Group	**15,203**	**0**	**15,203**	**(1,020)**	**(1,000)**	**(4,948)**		**8,235**	

Appendix V - Use of Reserves - Fire & Rescue Service

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Fire & Rescue	**2,789**	**0**	**2,789**	**0**	**0**	**(1,824)**		**965**	
Earmarked - Control Project						(1,266)	Continuation of the Fire Control Project. This is a National Scheme for which grant funding has been received to improve the efficiency and resilience of local control room services. Expenditure against this project has already been planned and phased over 4 years (2012/13 to 2015/16). The grant covers both capital and revenue expenditure.		
Earmarked - National Resilience						(24)	Ongoing running costs of specialist vehicles and associated training. There were a number of external training courses due to be delivered 2013/14. The provider was unable to offer suitable dates so these have now been programmed into 2014/15.		
General - Service Savings						(534)	These funds are being held to support the extra capacity required to deliver the transformation programme and any potential project slippage.		
Earmarked - Fire Fighters Pension								965	This reserve is held to support any fluctuations in the FF Pensions Scheme including ill health retirements and injury awards. Both are extremely difficult to predict but could occur at any time.
Total Fire & Rescue	**2,789**	**0**	**2,789**	**0**	**0**	**(1,824)**		**965**	

Appendix V - Use of Reserves - Other Services

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Other Services	**3,903**	**0**	**3,903**	**0**	**0**	**(854)**		**3,049**	
Capacity Building Fund								1,459	
NHS Grant						(854)	To support Social Care		
External Audit								499	
Community Infrastructure Levy								301	
National Non-Domestic Rates Pool								(467)	
National Non-Domestic Rates Appeals Reserve								1,047	
Carbon Reduction Commitment								210	
Total Other Services	**3,903**	**0**	**3,903**	**0**	**0**	**(854)**		**3,049**	

Appendix V - Use of Reserves - Corporate Reserves/Schools

Service	Balance on Reserves at 31 March 2014 In-hand (Overdrawn)	Movements within Groups	Revised Reserves In-hand (Overdrawn)	Repay Borrowing	Transferred (to)/from General Reserves	Requested Carry Forward to 2014/15	Head of Service explanation of what the requested carry forward will fund in 2014/15	Retained Balance at 1 April 2014	Head of Service explanation of what risks or expected spend is this being held for?
Col A	Col B	Col C	Col D	Col E	Col F	Col G	Col H	Col I	Col J
			B+C					D+E+F+G	
	£'000	£'000	£'000	£'000	£'000	£'000		£'000	
Other Services	**71,765**	**0**	**71,765**	**0**	**747**	**0**		**72,512**	
General Reserves								19,365	
Medium Term Contingency								13,315	
Service Realignment Fund								11,277	
Capital Fund								868	
Insurance Fund								8,975	
Schools								18,712	
Total Other Services	**71,765**	**0**	**71,765**	**0**	**747**	**0**		**72,512**	
Total For All Services	**117,804**	**0**	**117,804**	**(1,020)**	**0**	**(13,939)**		**102,845**	