

Cabinet

18 September 2014

**One Organisational Plan Quarterly Progress Report
April – June 2014**

Recommendations

Cabinet are recommended to:

- 1) Approve the transfer of £2.963 million from 2014/15 budgets to business unit reserves to support the delivery services in future years, as outlined in paragraph 4.2.1.
- 2) Approve the use of £1.548 million of reserves to support plans for the delivery of services in 2014/15, as outlined in paragraph 4.2.3
- 3) Approve the revised capital payments totals and the revised financing of the 2014/15 capital programme as detailed in the Table in paragraph 4.3.4.

1. Background

- 1.1. In February 2014, Full Council agreed a policy led One Organisational Plan for 2014-18. The plan articulates the Council's Core Purpose and key strategic outcomes for its customers and residents of Warwickshire that it is seeking to achieve by 2018.
- 1.2. Successful delivery of the outcomes framework over the next 4 years will require both effective performance reporting and performance management. A common suite of performance dashboards has been produced to ensure consistency of style and ease of understanding when reporting progress.
- 1.3. Cabinet have agreed that the progress against the One Organisational Plan and the delivery of the savings will be reported on a quarterly basis followed by Overview & Scrutiny.

2. New One Organisational Plan Quarterly Progress Report

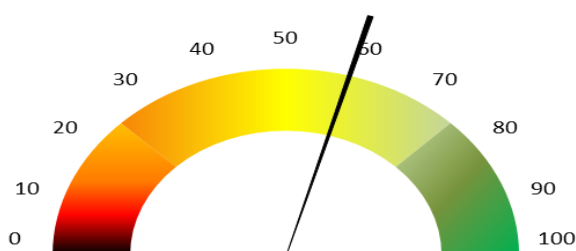
- 2.1. Building on from the One Organisational Health report, the new quarterly progress report will continue to bring together performance, finance, risk and customer insight information collectively and consistently but will be presented in a much more useable way.

- 2.2. This change in approach should enable Members to understand the interdependencies across these areas of activities thus providing a fuller picture of the impact of their political decisions on the delivery of the One Organisational Plan Outcomes and the £92 million savings.
- 2.3. The quarterly progress report at **Appendix A** contains the following sections:
- One Organisational Plan –a pictorial quarterly update on progress on delivering the One Organisational Plan Outcomes & Organisational Health Outcomes
 - Savings –a quarterly update on progress on delivering the savings and implementation arrangements for 2014 / 15
 - Finance – a quarterly update on the delivery and management of revenue and capital budgets
 - Risk – a quarterly update on progress on the management of risks across the organisation
 - Significant projects – a 6 monthly update (Qtr 2 & Year End) on progress on the delivery of significant programmes and projects
- 2.4. This new succinct report has a primary focus of reporting by exception and will highlight specific areas that require a political decision within the main body of the report.
- 2.5. The detailed information that supports both the One Organisational Plan Outcome Frameworks and the financial information will be available in due course through the management dashboards which will enable Members to access further supporting information when ever needed. However, in the interim, this information will continue to be made available in each of the Group Rooms.

3. Progress on the Overall Delivery of the One Organisational Plan

- 3.1. Overall, we are forecasting that at the end of the first quarter, we are on track to deliver the Outcomes as set out in the One Organisational Plan.
- 3.2. Whilst, forecast performance for Quarter 1 is positive, there is currently one area to highlight that could potentially remain below target. This is the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer”.
- 3.3. The specific key business outcomes that are not on target at the end of Quarter 1 that sit underneath the outcome “Our Communities & Individuals are safe from harm and are able to remain independent for longer” are as follows:
- Maintained low levels of deaths and injuries caused by fire and on the roads
 - Customers, families & Communities are able to help themselves and each other

- 3.4. These key business outcomes will be closely managed to ensure that any areas of concern are resolved as the year progresses.

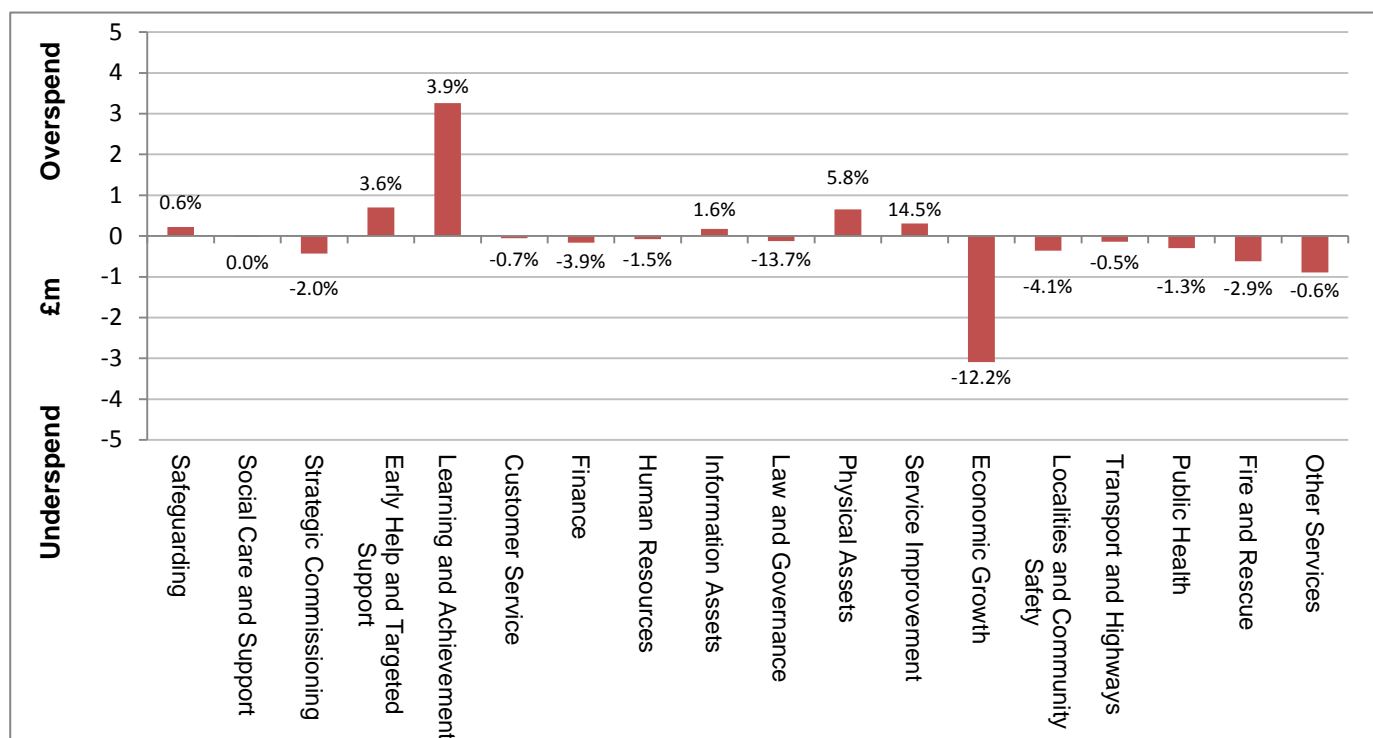


Cabinet are also advised that the One Organisational Plan Outcomes are supported by a total of 134 Key Business Outcomes, of which, we are able to report that 59% are forecasting to be achieved by the end of 2014/15 as highlighted in the chart on the left.

4. Financial Commentary

4.1. Revenue Budget

- 4.1.1. The approved controllable revenue budget for 2014/15 is £229.429 million. Against this, at quarter 1, an underspend of £0.970 million, or -0.4%, is forecast.
- 4.1.2. In discussions following the reported underspend at the end of 2013/14, it was agreed that the tolerance for underspends would be reduced from -5% to -2%. The forecast underspend of -0.4% at a corporate level is within this revised tolerance level.
- 4.1.3. However, at individual business unit level most business units are now outside of these revised tolerance levels, as is shown in the chart below. To supplement these revised tolerance levels monthly forecasting reports are considered by Group Leadership Teams and forecasting is a standing item on all Corporate Board agendas to allow issues of concern to be escalated quickly. Any issues raised through this process will be reported to Members are part of these quarterly reports.



4.1.4. At Quarter 1 six business units are forecasting that they will overspend and a further six are forecasting underspends greater than the revised -2% tolerance agreed in the 2014-18 Plan. The main reasons and the proposed management action to rectify the position is set out below. The analysis is split between those business units overspending and those underspending. The size of the variation (in cash terms) is also included to allow Members to reflect on the materiality of the issues raised:

Overspends

- Safeguarding – There is a forecast net overspend of £0.222 million due to the numbers of foster care placements and the cost of special guardianship orders and adoption/residential orders being greater than can be accommodated within the contingency held for demand-led pressures. This points towards there being an on-going structural overspend which will primarily be addressed through the transformation projects that make up the business units savings plan, but these are unlikely to correct the financial position in 2014/15.
- Early Help and Targeted Support – The forecast overspend of £0.700 million is as a result of continued slippage in the delivery of, and transition costs (consultation, notice and transition costs etc.) in relation to, both the IDS and Children Centres savings 2011-13 plan. These costs can only partially be covered by the business unit's contingency for demand-led pressures and the overall financial position is unlikely to be fully corrected by the end of 2014/15.
- Learning and Achievement – The forecast overspend of £3.261 million primarily relates to services funded from the Dedicated Schools Grant. In particular out-of-county placements is forecasting to overspend by £4.115 million and SEN transport by £0.756 million. These demand-led pressures can only partially be covered by the business unit's contingency for such eventualities. Both areas are undergoing fundamental services reviews at present but these are unlikely to deliver a turnaround sufficient to rectify the budget position in 2014/15 and SEN transport also has a large savings target from next year as well.
- Information Assets – The forecast overspend of £0.172 million is as a result of providing IT support for Resources Group transformation projects. The forecast overspend will, subject to Cabinet's approval, be funded from a drawdown from the Resources Group transformation reserve, which will rectify the position going forward.
- Physical Assets – The forecast overspend of £0.650 million is planned spending that will be met, subject to Cabinet's approval, from a drawdown from the business unit's reserves already set aside to meet the one-off costs of property rationalisation.
- Service Improvement and Change Management – The forecast overspend of £0.310 million relates to spending on transformation projects and will, subject to Cabinet's approval, be funding from a drawdown from the Resources Group transformation reserve.

Underspends

- Strategic Commissioning – The majority of the £0.433 million underspend is mainly due to the funding set aside for the implementation of the new care system not expected to be fully utilised in 2014/15. Instead the unused funding will be needed to complete the implementation in 2015/16.
- Economic Growth – Of the £3.088 million underspend, £2.292 million relates to a re-profiling, over the 2014-18 period, the money allocated in the budget for skills delivery and the Rural Growth Network grant funding. The business unit is proposing to put the money into specific reserves now to enable this delivery to happen in a planned way.
- Localities and Community Safety – The forecast underspend of £0.360 million relates to Priority Families reward funding received from DCLG which will, subject to Members confirmation, be transferred to reserves to support phase 2 of the programme.
- Finance – the underspend of £0.167 million is mainly as a result of maintaining on-going vacancies that will contribute towards future savings targets.
- Law and Governance – The £0.124 million underspend has arisen because of additional income generated from external customers.
- Fire and Rescue – The majority of the £0.619 million underspend relates to the Fire Control project. The Service made a decision to draw upon all of the grant reserves in 2014/15. However, it is likely the project will continue into 2015/16 so any unspent grant will need to be carried forward and be transferred to the specific reserve for this purpose as the year progresses.

4.1.5. When considering these forecasts alongside the progress reported in Appendix A on the delivery of savings, overall the authority is facing an increase in financial risk from children's services. These business units do not have the reserves to offset the demand-led spending pressures and delays in the delivery of savings. Unless a significant turnaround in the financial position is achieved over the next few months Members will need to take the decisions necessary to put these services on a sustainable financial footing in future years.

4.2. Reserves

4.2.1. In light of the revenue position reported above, business units are seeking Members' approval to put £2.963 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

- £0.317 million to a new Carbon Reduction Commitment Scheme reserve, to reflect the fact that Warwickshire has been moved to a later phase of the scheme, but may need to provide funding if we are required to enter the scheme at a later date.
- £0.060 million to cover future expenditure on the Ecology and Archaeology Information and Advice service.

- £0.058 million to establish an infrastructure reserve in Economic Growth Business Unit.
- £0.103 million to cover the re-profiling of expenditure over future years of the Going for Growth Apprenticeship hub.
- £0.400 million from re-profiling the Skills Delivery Programme over the next four years.
- £1.775 million Rural Growth Network Grant which has been received in advance of the years when it will be spent.
- £0.250 million for future expenditure on HS2 Phase 2.

4.2.2. Business Units are also seeking approval to drawdown £1.548 million from reserves to support the delivery of their plans in the current financial year:

- £0.713 million from the Insurance Fund money approved by Cabinet on 8 May 2014 as part of the insurance settlement for Bath Place. This money will be used for one-off costs relating to the Property Rationalisation Programme.
- £0.012 million towards increased security at the Frank Whittle Business Centre following a break in.
- £0.823 million from the Resources Group Transformation fund to support the WES team and to support key change projects including the IT and business re-design costs.

4.2.3. At 1 April 2014 the authority held reserves of £108.431 million. The proposed use of reserves outlined above, combined with the effect of the forecast outturn would increase the level of reserves to £110.816 million. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.

4.2.4. However, one emerging area of concern is the level of the DSG reserve for the local authority's spending on DSG funded services. At the end of 2013/14 the reserve had £1.195 million in hand. The net forecast overspend on DSG funded services of £3.410 million is greater than can be accommodated from the reserve. If this is not resolved, making good the overall financial position of centrally managed DSG services will need to form part of members' deliberations on the 2015/16 budget.

4.3. Capital Programme

4.3.1. The total approved level of capital payments is £100.972 million in 2014/15, with a further £101.825 million of payments over the medium term. In addition to this there will be a request from Transport and Highways for a further £6.895m expenditure towards the Kenilworth Station Project put to full Council for their approval on the 25 September 2014. The figures below are inclusive of the £6,895m.

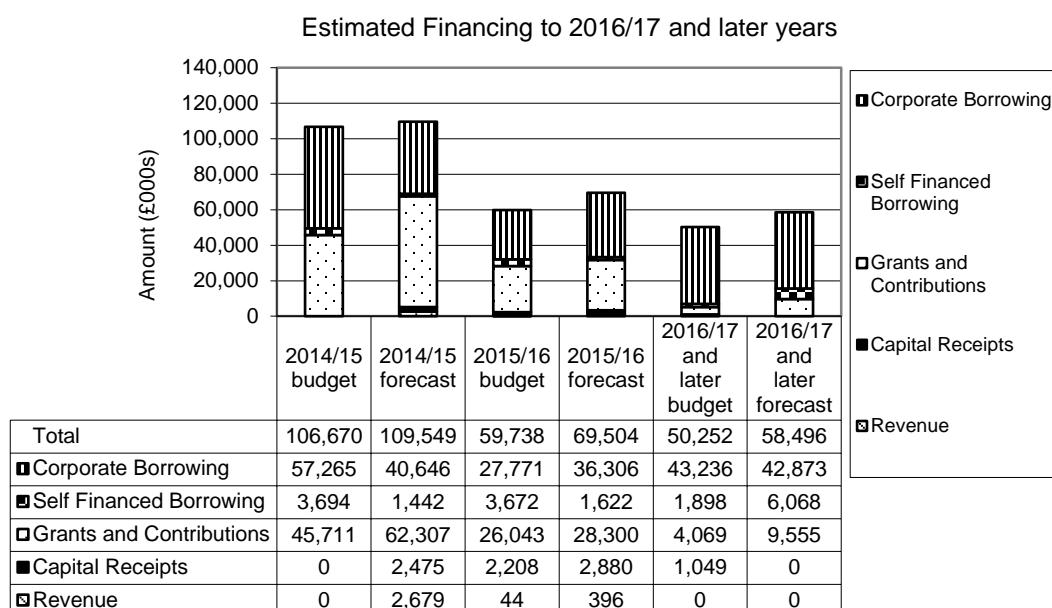
4.3.2. Managers forecasts indicate that £1.081 million of the spend planned for 2014/15 is now expected to slip into future years. But overall the total spend across the programme remains on target, subject to Members approving the

allocation of grant funding to deliver the Kenilworth station project at their meeting later this month.

4.3.3. The main reasons for the £1.081 million slippage compared to the approved budget are:

- Fire and Rescue – There has been slippage of £0.267 million from 2014/15 into future years on the Warwickshire Fire Control Provision project. This due to the fact that the project partner (Northamptonshire Fire & Rescue) is currently undertaking a review of their control provision and this has delayed the project.
- Learning and Achievement – The programme has been advanced by £0.720 million from future years back into 2014/15. This is due to a requirement by the EfA to spend the Targeted Basic Need funding by September 2015 and a re-profiling of the spend to ensure that this deadline is met.
- Physical Assets – There has been slippage of £1.111 million from 2014/15 into future years on the Renewable Energy Projects. This is in recognition of the fact that projects which it had been hoped to begin in 2014/15 are unlikely to begin until at least towards the tail end of the financial year.
- Economic Growth – There has been slippage of £0.389m from 2014/15 into future years on the Lower House Farm Waste Recycling Centre project. This is due to a design problem which has delayed progress.

4.3.4. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart below shows how the planned and forecast capital expenditure is to be financed. These figures include the remaining growth fund allocation of £34.745m.



- 4.3.5. The overall level of borrowing remains within the envelope approved in February. Therefore there is no impact on the Medium Term Financial Plan.
- 4.3.6. 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 background documentation, with reasons for the variations provided. All of these changes are fully funded and do not require any additional use of corporate capital resources.

5. Background Papers

- 5.1. The detailed background information supporting this report is available on the Council's website. Hard copies of the information have also been placed in the Group rooms.

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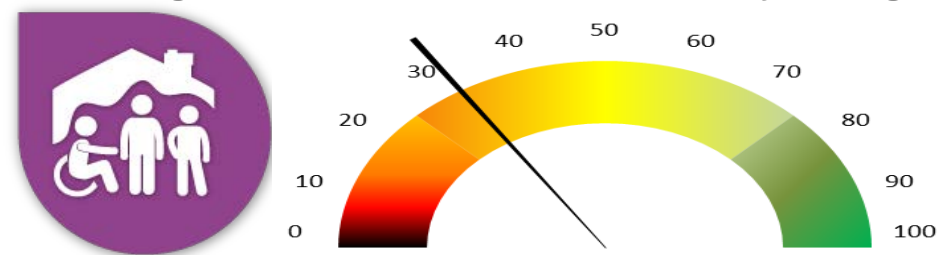
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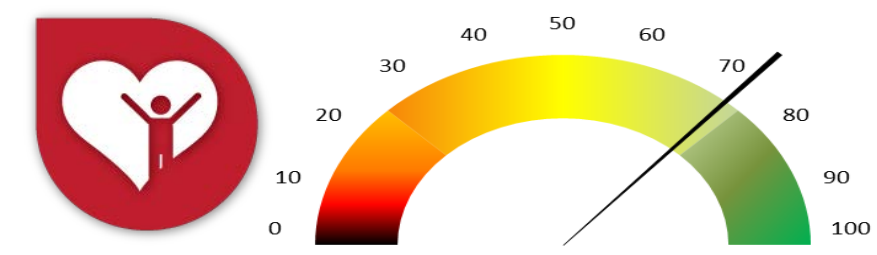
One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes

Quarter 1 April – June 2014



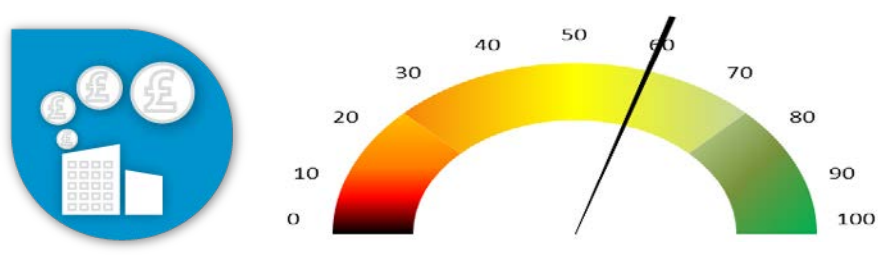
Our communities & individuals are safe from harm & are able to remain independent for longer

- Our vulnerable individuals are safe, protected from harm & independent for longer
- Our children live in safe and supportive families
- Our communities & individuals are encouraged to help themselves & feel safe & secure
- Our voluntary sector provide a strong offer of targeted support
- Our Councillors are strong community leaders (Information not yet available)



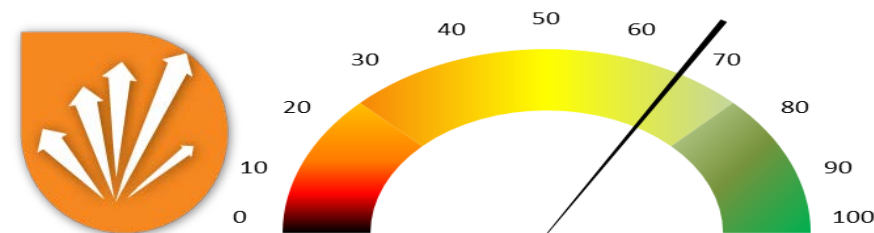
The health & well being of all in Warwickshire is protected

- Improved health & wellbeing for everyone
- Our residents have choice & exercise maximum control over their health & social care regardless of where they live
- Our residents are happy & have good levels of mental & physical health
- Young people understand the choice available to lead healthy lives
- Our residents enjoy an enhanced quality of life



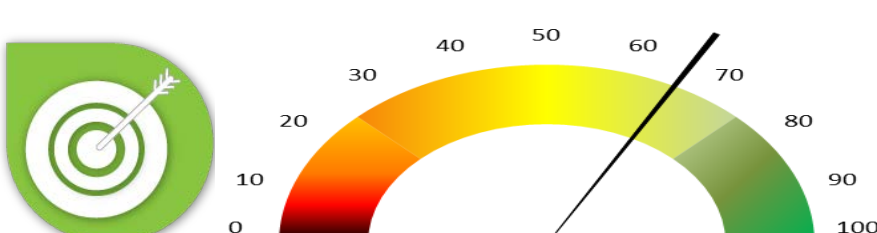
Our Economy is vibrant; residents have access to jobs, training & skills development

- Warwickshire is the business centre of choice for the region
- Our economy provides quality jobs and unlocks entrepreneurship
- Our young people are supported to meet their needs & aspirations
- Our residents learn throughout their lives, are skilled & ready for employment & fulfil their potential



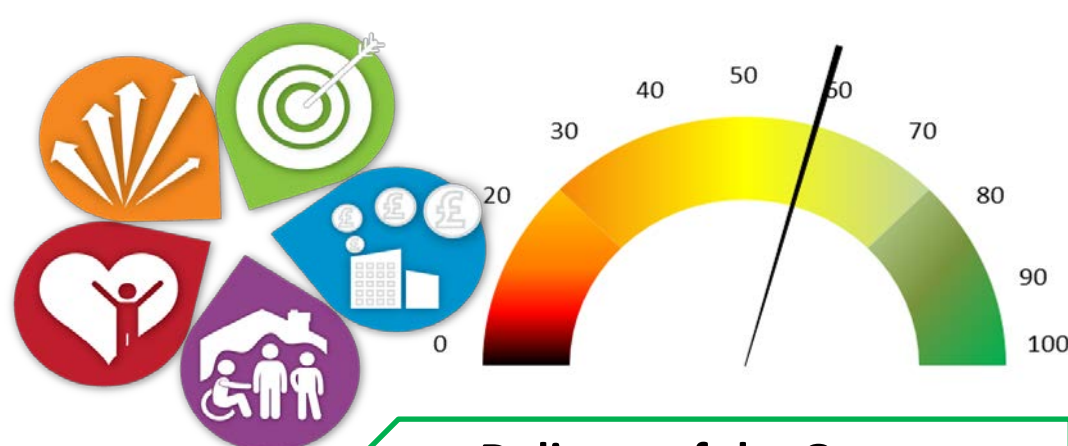
Warwickshire's communities are supported by excellent communications & transport infrastructure

- Our planning infrastrucuture delivers strategic solutions for partners & ourselves
- Our integrated sustainable transport networks are fit for the future & meet the needs of residents and businesses
- The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised



Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership

- The council's budget remains balanced & resourcs are managed effectively
- High quality needs based public services are deployed effectively & efficiently no matter how they are provided
- Customers access information through multiple channels and demand for council services is effectively managed
- Our staff are highly skilled and supported
- Risk & change is managed effectively



Delivery of the One Organisational Plan: Forecast at the end of Qtr 1 for 2014/15

Key

Outcomes are not on target and are outside the tolerance set

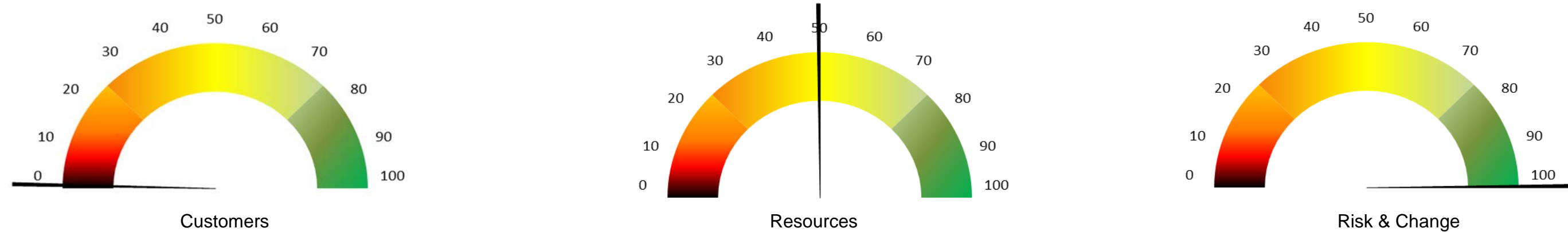
Outcomes are not on target but within the agreed tolerance set

Outcomes are being achieved

Year end forecast information not currently available and will be reported in year

One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes

Quarter 1 April – June 2014



Customers expectations are managed and they are satisfied with the services they receive

Services are delivered within the agreed budgets* excludes other services

Savings are delivered to plan

The Council adopts a commissioning approach to service delivery

Decision makers have access to the information they need to make effective decisions

The Council operates within the law



One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Savings Plan Position by Business Unit

Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Imple- mentation Status
Early Help & Targeted Support	1,048	425	678	Shortfall wholly on one project - the further development of the reablement and supporting independence service. In addition there continue to be delays in delivering the 2011-13 savings in targeted youth support. The service has insufficient reserves to cover this shortfall.	
Safeguarding	896	267	391	Project plans for the delivery of the savings proposals for reducing the number of looked after children and the reduction in court ordered contact are only now being developed. The service has no reserves to cover the forecast shortfall in 2014/15.	
Social Care & Support	8,748	1,583	8,264	Shortfall due to delays in projects starting and some project plans only now being developed. This is in addition to continuing problems delivering the 2011-13 savings in learning disability services. The service has sufficient reserves to cover the shortfall.	
Strategic Commissioning	1,646	986	1,313	Transport cost savings are dependent on a new mobility strategy being developed, there are short term costs of the review of supporting people contracts and a double counting of savings means alternative proposals are being developed. The service has sufficient reserves to cover the shortfall.	
Total People Group	12,338	3,261	10,646	The planning needed to develop and successfully implement the number of proposals in the plan means there remains a significant financial risk, especially when combined with the continued shortfalls in delivering the 2011-13 savings.	
Economic Growth	725	725	725		
Learning & Achievement	250	1,175	1,250	Early delivery of savings from restructuring will provide some cover for the continued delays in the delivery of the 2011-13 savings in relation to reconfiguring services for vulnerable children (learning difficulties and disabilities).	
Localities & Communities	240	240	240	Changes in staff structure within Community Safety & Substance Misuse and delays in formulating delivery arrangements for Heritage & Culture Warwickshire. Savings have been delivered for 2014/15 and are currently forecast to be on track for future years.	
Public Health	0	0	0	The savings proposals for public health are in years 3 and 4 of the 2014-18 Plan.	
Transport	1,174	1,074	1,074	Still awaiting information to determine whether plans to reduce the amount paid out in highways claims have been successful. The service has sufficient reserves to cover any shortfall.	
Total Communities Group	2,389	3,214	3,289	Minor shortfalls, offset in aggregate by Learning and Achievement delivering some savings ahead of schedule, will be covered by underspends during the year or the use of reserves. There is no material financial risk to the authority.	

Key

If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
If over two thirds of the savings are forecast to be delivered in year it is shown as Amber.
If less than two thirds of the savings are forecast to be delivered it is shown as Red.

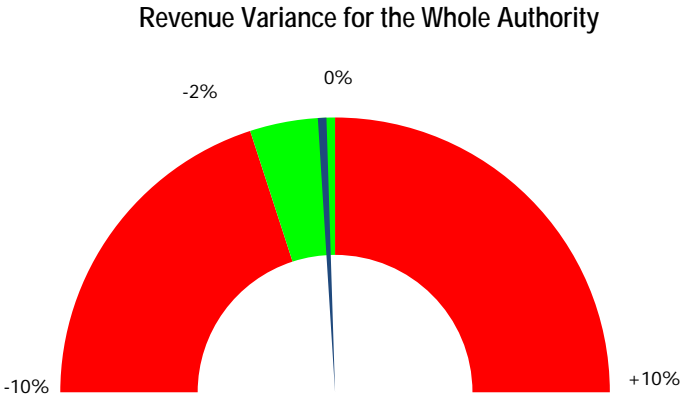
Service	2014/15 Target	2014/15 Actual to Date	2014/15 Forecast	Comments	Imple- mentation Status
Customer Service	420	420	420		
Finance	251	241	241	Restructuring completed later than planned which will result in a marginal shortfall in 2014/15. This will be covered by underspends elsewhere across the service.	
Human Resources & Organisational Development	296	152	296		
Information Assets	559	559	559		
Law & Governance	19	4	19		
Physical Assets	406	166	406	Balance of saving not yet delivered is dependent on the Cabinet decision on the sale of the former residential care homes that is elsewhere on today's agenda.	
Service Improvement & Change Management	247	247	247		
Total Resources Group	2,198	1,789	2,188	Minor shortfall will be covered by underspends during the year or the use of reserves. There is no material financial risk to the authority.	
Fire & Rescue	505	326	505	There has been 6 months slippage in the delivery of the joint project with Northamptonshire Fire and Rescue Service, but the Service is already operating with reduced crewing levels in Fire Control. Saving has been delivered in 2014/15.	
Other Services	1,050	1,050	1,050		
Total Whole Authority	18,480	9,640	17,678	£0.8 million slippage in the forecast delivery of savings at Q1 is good progress. Financial risk from the delivery of savings is only in the People Group.	

One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Revenue Position by Business Unit

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance # £'000	Retained Reserves £'000	Financial Standing £'000
Early Help & Targeted Support	19,587	20,287	700	(305)	(455)
Safeguarding	38,013	38,235	222	0	222
Social Care & Support	111,564	111,539	(25)	(6,925)	(6,950)
Strategic Commissioning	21,566	21,133	(433)	(3,912)	(4,318)
Total People Group	190,730	191,194	464	(11,142)	(11,501)
Economic Growth	25,346	22,258	(3,088)	(1,437)	(4,525)
Learning & Achievement	84,573	87,834	3,261	0	(236)
Localities & Communities	8,800	8,440	(360)	(2,332)	(2,692)
Public Health	22,243	21,943	(300)	(1,746)	(2,046)
Transport	28,270	28,130	(140)	(2,393)	(2,533)
Total Communities Group	169,232	168,605	(627)	(7,908)	(12,032)

Service	2014/15 Budget £'000	2014/15 Forecast £'000	Revenue Variance £'000	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,561	8,505	(56)	(663)	(719)
Finance	4,241	4,074	(167)	0	(167)
Human Resources & Organisational Development	5,290	5,211	(79)	(633)	(712)
Information Assets	10,823	10,995	172	(1,253)	(1,081)
Law & Governance	907	783	(124)	0	(124)
Physical Assets	11,166	11,816	650	(1,614)	(964)
Service Improvement and Change Management	2,144	2,454	310	0	310
Total Resources Group	43,132	43,838	706	(7,140) *	(6,434)
Fire & Rescue	21,158	20,539	(619)	(966)	(1,585)
Other Services	(194,823)	(195,717)	(894)	(3,044)	(3,938)
Total Whole Authority	229,429	228,459	(970)	(30,200)	(31,170)

- Notes**
- All positive revenue variances (i.e. overspends) are shown as Red. Also if a negative revenue variance represents an underspending of more than 2%, which is outside of the corporate tolerance, then it is also shown as Red. All other underspends are shown as Green.
- Financial Standing is the level of reserves a business unit is forecast to have at the end of the financial year. Any overdrawn position is shown as Red.
- * Resources Group has retained reserves which are held at the Group level and are drawn down by services periodically to fund new initiatives and invest to save schemes. This is why the total is different to the sum of the individual business unit positions.
- # If an element of a business units variance relates to DSG funded services this is excluded from the calculation of financial standing. This affects Strategic Commissioning (£27,000 of their underspend), Early Help (£60,000 of their underspend) and Learning and Achievement (£3,497,000 overspend, with a £236,000 underspend on core funded services).

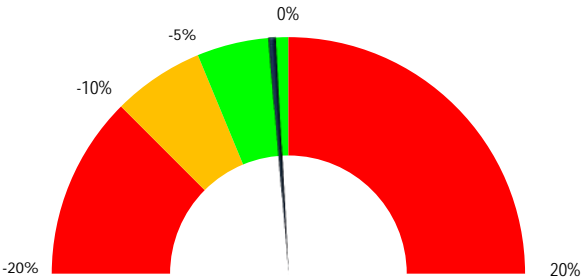


One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2014
Capital Position by Business Unit

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Customer Service	3,771	14	3,785	0	The new funds are from a revenue contribution to the capital investment in library modernisation.
Early Help & Targeted Support	1,176	0	1,176	0	
Economic Growth	1,818	0	1,818	(389)	Slippage is due to the discovery of a design fault at the Lower House Farm waste treatment and transfer facility which has delayed progress.
Fire & Rescue	14,378	(160)	14,218	(267)	The reduction in the size of the overall programme is as a result of a reassessment of the capital/revenue split of the replacement fire control project. The slippage is due to Northamptonshire FRS reviewing their future provision of control services impacting on the delivery of the joint project.
Information Assets	9,557	7,290	16,847	0	The increase in the programme, funded by £3.6m from capital growth fund and £3.7m matched funding from BDUK, was approved by Council in July
Learning & Achievement	36,678	7,015	43,693	720	All new schemes and funding approved via Portfolio Holders, Cabinet or Council. The in-year overspend is due to bringing projects forward in order to meet the grant conditions imposed by the Education Funding Agency.

Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2014/15 into Future Years	Comments
Localities & Communities	689	0	689	0	
Physical Assets	44,246	1,632	45,878	(1,111)	Sources of additional financing are the universal free school meals grant, schools' devolved money and revenue contributions. Slippage is primarily due to the projects to reduce energy use or support renewable energy are now unlikely to begin until the tail end of the financial year.
Safeguarding	253	0	253	0	
Social Care & Support	72	0	72	0	
Strategic Commissioning	2,750	0	2,750	(52)	
Transport	62,918	1,810	71,624	18	The increase in the overall programme is as a result of new funding being received from external sources. The forecast includes spend on Kenilworth Station, funded from additional resources of £6,895,000, to be put to full Council for approval on 25 September. £18,000 spend brought forward from future years

Slippage from 2014/15 into Future Years - Total



Key
For all current and future years forecast are slippage from 2014/15 into future years the following tolerances have been used:

- ~ 0% to 5% underspend/slippage is shown as Green
- ~ 5% to 10% underspend/slippage is shown as Amber
- ~ over 10% underspend/slippage is shown as Red
- ~ any overspend is shown as Red

One Organisational Plan Quarterly Progress Report: Management of Risk Quarter 1 2014/15

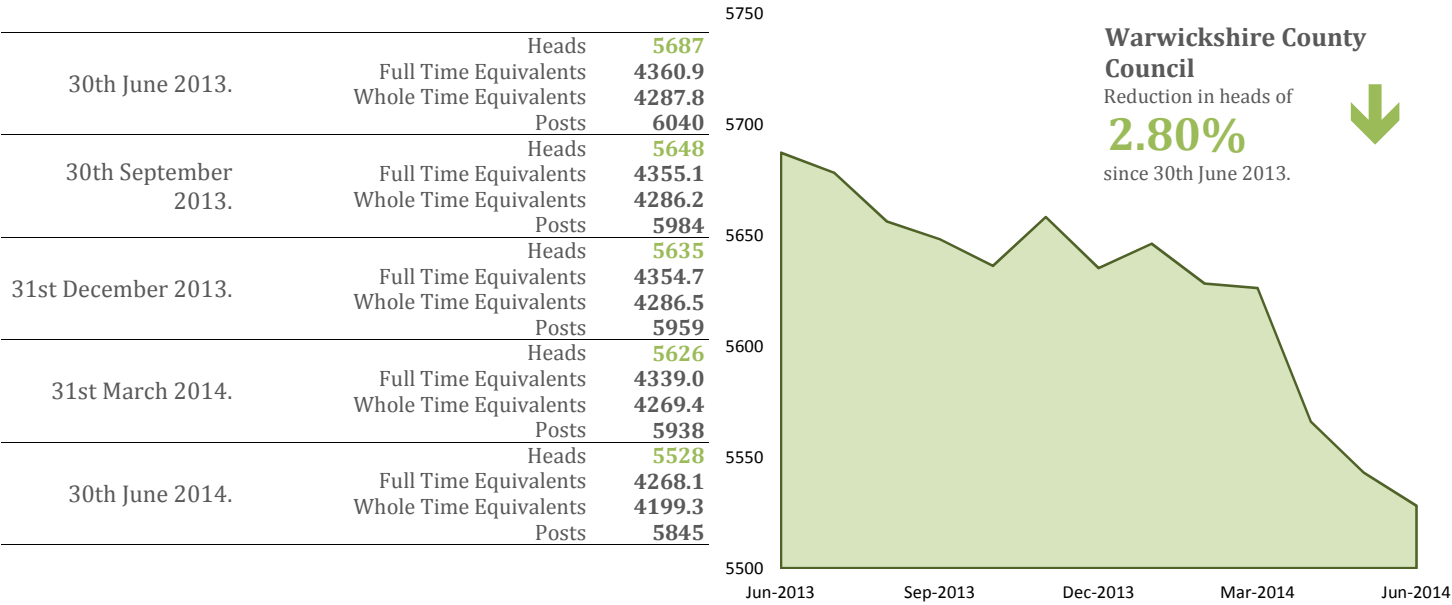
Corporate Strategic Risks

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)

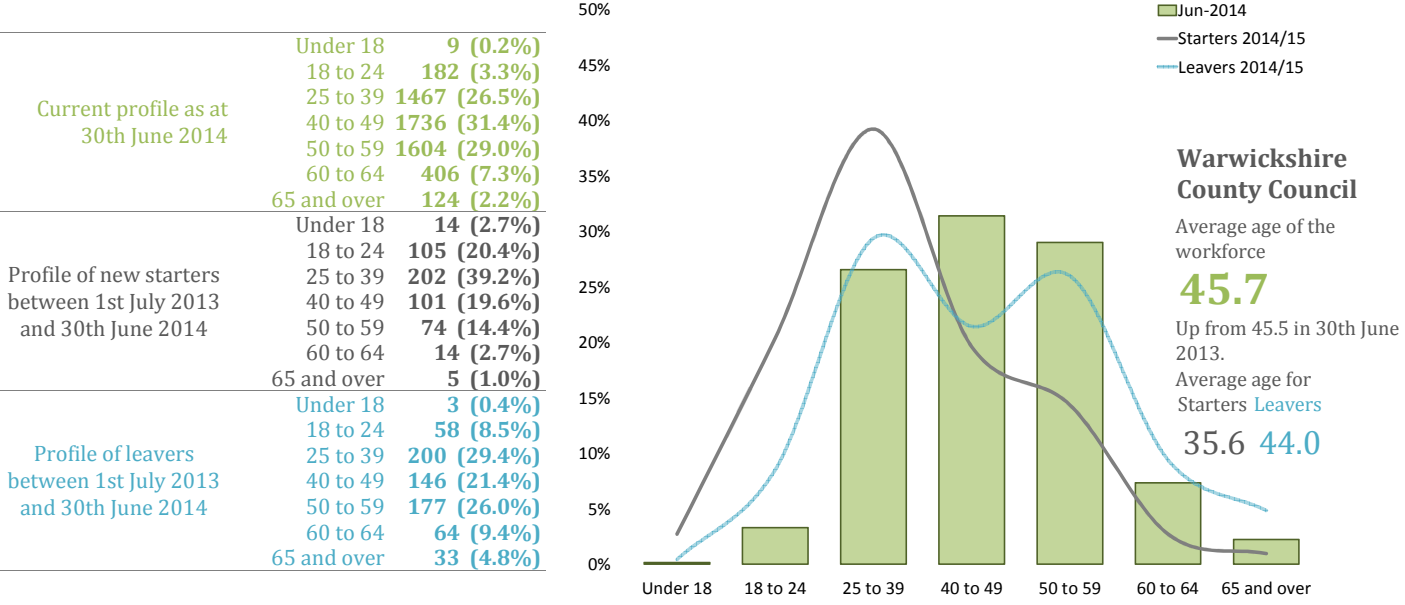
Net Red Risks extracted from the Business Unit Risk Register

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)	The industrial action has escalated over the last few weeks. In the foreseeable future there is no sign of a resolve to the dispute and therefore preparedness is being planned for potential escalation. Action short of strike action is currently in place with no termination date - therefore normal daily planning for appliance crewing is being disrupted.
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.

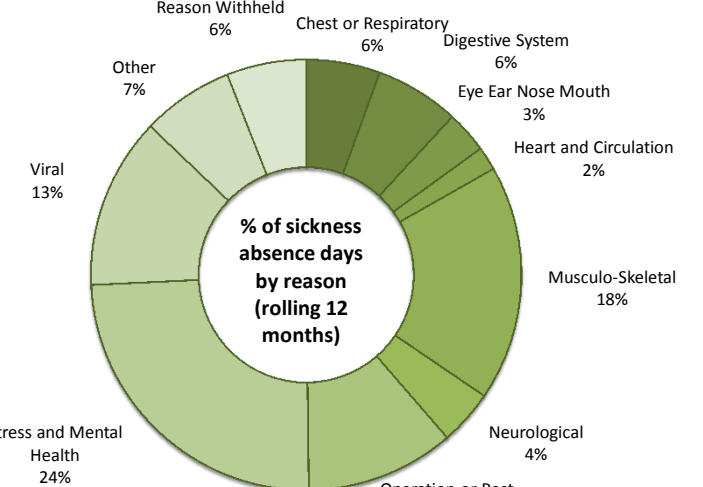
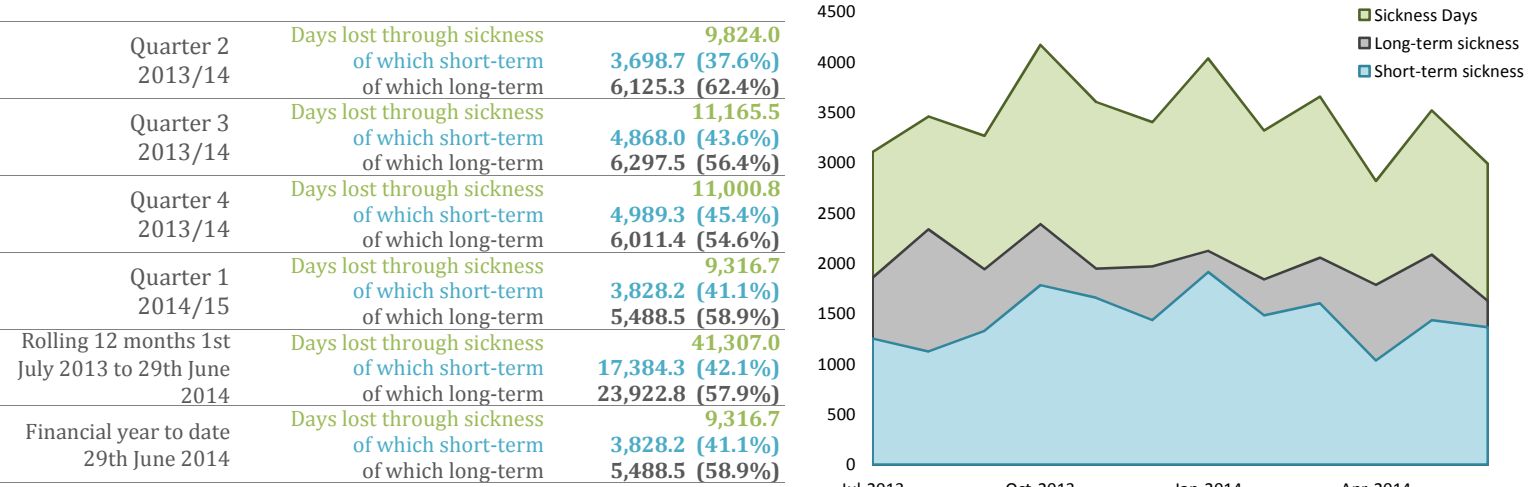
Number of employees



Age profile (heads)

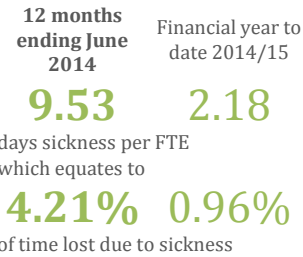


Sickness absence days



Warwickshire County Council

Sickness headline statistics



Top 5 reasons for absence (days lost)

- Stress and Mental Health** 10,097.9 days (24.4%)
- Musculo-Skeletal** 7,314.3 days (17.7%)
- Viral** 5,315.0 days (12.9%)
- Operation or Post Operative** 4,611.7 days (11.2%)
- Other** 2,851.4 days (6.9%)

Comments

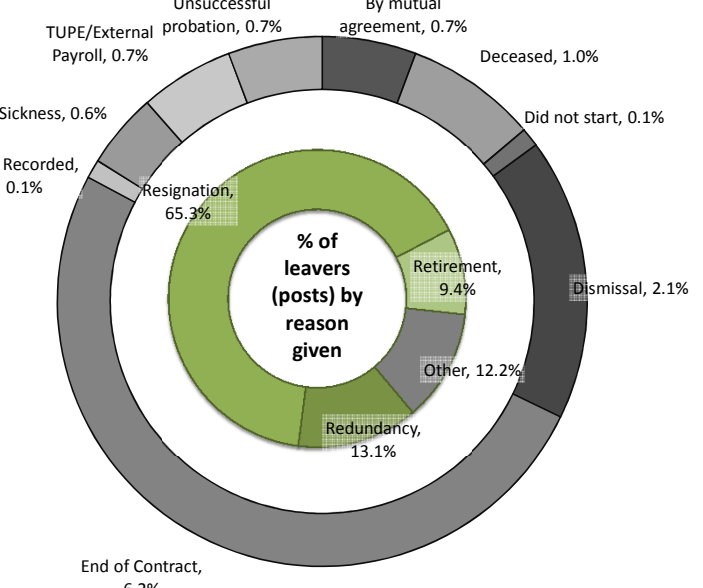
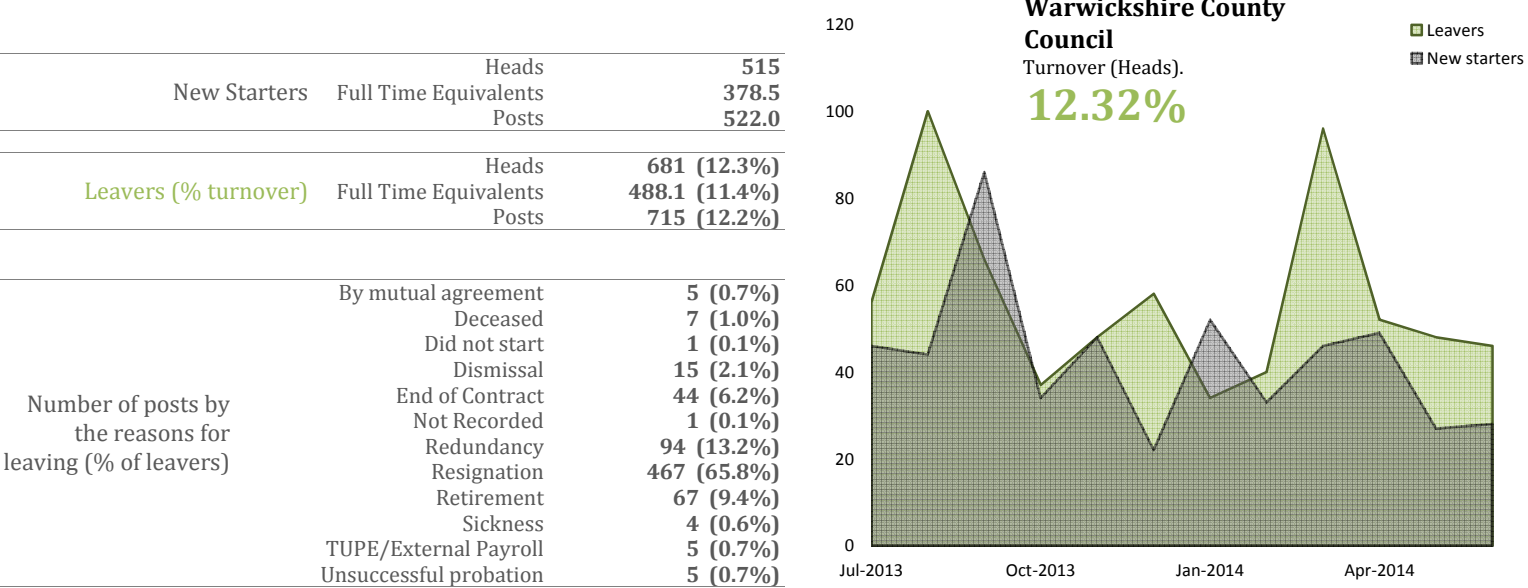
Headcount continues to decline. Last quarter saw a further reduction of 98 posts representing 1.74%.

Absence management remains a priority. The last financial year saw a reduction in absence by 1.14 days per fte.

Age profile remains high. Efforts to increase the younger representation continue with the Apprenticeship programme now supporting 39 Apprentices.

Turnover is high with a large majority of staff leaving within 5 years of service. A review of the Exit Interview process is being undertaken to gain a greater understanding of our leaver profile.

Turnover of workforce 1st July 2013 to 30th June 2014.



Safeguarding - Sue Ross (Interim Head of Service)
Strategic Director - Wendy Fabbro
Portfolio Holder - Councillor Hayfield (Education & Learning)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Safeguarding - Head of Service	4,375	447	4,822	3,344	(1,478)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's services.
Social Care Teams - North	13,075	420	13,495	15,396	1,901	Residential Foster care is currently predicting a £657,000 overspend due to increased numbers (4) during the previous quarter. There is also an overall over-spend predicted against both internal and external foster care placements totalling £857,000. This is not particularly due to large increases in numbers but the non-achievement of number reductions expected as part of savings plans although individual price reductions have alleviated the over-spend slightly. There is also a £207,000 predicted overspend on Special Allowances (Special Guardianship Orders, Adoption/ Residential orders). This is again not, in the main, due to number increases but is an on-going structural over-spend which is being addressed throughout the year and will form part of the considerations when finalising the business unit's 2015/16 budget.
Social Care Teams - East	5,093	(6)	5,087	5,252	165	
Social Care Teams - South	12,958	(0)	12,958	12,666	(292)	Residential Foster care is currently predicting a £139,000 underspend due to decrease in numbers (2) during the previous quarter. There is also an overall underspend predicted against both internal and external foster care placements totalling £262,000 with both internal and external numbers decreasing by 1. The underspend has also been achieved due to overall price reduction on the fostering framework contract. Similar to the North there is also a predicted overspend (£79,000) on Special Allowances (Special Guardianship Orders Adoption/ Residential orders). This is again not, in the main, due to number increases but is an on-going structural overspend.
County Wide Child Protection	2,072	(421)	1,651	1,577	(74)	
County Wide Child Protection - WES Traded Services	0	0	0	0	0	
Net Service Spending	37,572	441	38,013	38,235	222	
				Non DSG	222	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	(222)	(222)		
Total	0	0	(222)	(222)	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11114000	Fostercare Adaptations 2012-13	48	3	0	0	51	48	3	0	0	51	(0)	(0)	
11115000	Fostercare Adaptations 2013-14	0	50	0	0	50	0	50	0	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	9	41	0	50	0	9	41	0	50	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	20	30	50	0	0	20	30	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	
		48	62	61	130	301	48	62	61	130	301	(0)	(0)	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	30	0	24	80	0	24	Recent approval has been given for the development of this scheme, hence it is unlikely that savings will be made within financial year through this scheme specifically.
OOP/SG-B	Reducing the number of looked after children by using evidence based interventions as recommended by the Dartington Project.	420	0	0	835	0	0	A detailed project plan is being drawn up for approval to support the delivery of this saving.
OOP/SG-C	Recent legislative changes have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection. The processes that are necessary to support such cases are also to be reviewed.	200	100	200	300	100	300	
OOP/SG-D	Review and redesign the Sexually Inappropriate Behaviours Service.	6	6	6	6	6	6	
OOP/SG-E	Restructure of the Leaving Care and Asylum teams with a view to reducing posts.	90	111	111	90	111	111	
OOP/SG-F	Reduction in court ordered contact arrangements.	100	0	0	200	0	0	The first meeting of the project group tasked with delivering this saving has identified the methodology to be used to measure the savings. We anticipate that these savings will be made due to the correlation with the legal charges.
OOP/SG-G	Renegotiate contractual arrangements for the Individual Personal Advisor Service for care leavers	50	50	50	50	50	50	
OOP/SG-H	Improved information and signposting and use of early intervention work to avoid the necessity for more complex social care assessment.	0	0	0	70	0	0	A project plan has been developed which scopes the proposals re Front door and thresholds and also the proposals for a multi-agency safeguarding hub.
OOP/SG-I	Review of all kinship care placements.	0	0	0	30	0	0	This saving is in an area where spending is growing, dictated by legal requirements. A review of existing payments is underway as is the basis for paying financial support to these alternative to care arrangements. However during July/August we reviewed all placements where we pay additional needs based allowances and we would expect some of this to cease - hence producing a saving on some existing placements within the context of ongoing placements being made. It should be possible to insert a figure for this saving in the next quarter.
Total		896	267	391	1,661	267	491	
Target			896	896		1,661	1,661	
Remaining Shortfall/(Over Achievement)			629	505		1,394	1,170	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Percentage of Looked After Children (LAC) aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	63%	65%	64%		63.1%	This target is a challenging one because of the velocity of some foster placements but we continue to work to increase the degree of performance for LAC
Number of Looked After Children per 10,000 population	62	57	62		62	The national context is one of increasing numbers of children & young people entering into care. Whilst our rate of LAC has stabilised we have not reduce the overall numbers to the level required in the target. However we continue to give considerable managerial oversight to ensuring only those who need to come into care do so.
Number of children who are subject of a CPP per 10,000 population	47	46	45		42	This reduction in CP cases is largely as a result of much tighter management of CP thresholds in the North of the County
CiN rate per 10,000 CYP population (including CiC and CPP).	338	360	360		355	This reduction in CP cases is largely as a result of much tighter management of CP thresholds in the North of the County

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Social Care & Support Services - Head of Service	8,225	239	8,464	5,684	(2,780)	Resources are being managed by the Head of Service to mitigate some of the identified issues in other parts of the business unit.
Older People North & East & Specialist Services	22,177	3,150	25,327	25,247	(80)	
Older People South & Reviewing Services	20,785	(3,677)	17,108	17,316	208	
Disabilities	51,539	1,474	53,013	55,883	2,870	Pressures carried through from the previous financial year in homecare and day care budgets are being addressed, but further progress is needed. There is a plan in place, and confidence that this forecast overspend can be managed down over the course of the year. There are several tenders in progress which should assist with this, and the savings will be reflected once the outcomes are confirmed.
Care Act	0	872	872	872	0	
Mental Health	6,632	148	6,780	6,537	(243)	
Net Service Spending	109,358	2,206	111,564	111,539	(25)	
				Non DSG	(25)	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	6,925	0	25	6,950		
Total	6,925	0	25	6,950	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10601000	Mental Health 2007/08	170	6	0	0	176	170	6	0	0	176	0	0	
10607000	Mental Health Grant 2009/10	144	10	0	0	154	144	8	0	0	152	(2)	(2)	
10608000	Mental Health Grant 2010/11	125	57	0	0	182	125	58	0	0	183	1	1	
		439	73	0	0	512	439	72	0	0	511	(1)	(1)	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	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.
	Total	4,586	2,589	4,899	3,581	4,886	
	Target		4,586		4,899	4,899	
	Remaining Shortfall/(Over Achievement)		1,997		1,318	13	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)


















OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	200	0	0	300	0	0	Joint Planning with Resources Group is still underway. Joint delivery approach to be discussed at next Access Board. Savings are anticipated but not fully scoped yet.
OOP/SCS-B	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	428	50	200	628	50	400	A PID for implementation of Reablement Strategy is developed and due for sign off. Detailed financial plans are not yet completed, so current figures are estimates.
OOP/SCS-C	Maximise all customer charging opportunities	200	200	226	300	200	531	Delivery will over achieve in years 1-3 but falls short in year 4. Main reason is the lack of opportunities to charge around Section 117 after care services. Some small savings are possible in that area but they are not yet costed. They may bridge the gap in year 4. If not, this will be reported and alternatives investigated.
OOP/SCS-D	Occupational Therapy: Improve moving and handling training services	400	0	100	400	0	400	Delayed start for project.
OOP/SCS-E	Home Improvement Agency Project: More timely delivery of home adaptations to reduce falls or more intensive home care	500	0	100	500	0	500	The Districts and Boroughs are rolling out. The Countywide roll-out underway
OOP/SCS-F	Improve financial recovery of continuing health care services provided by WCC to health partners	300	300	300	500	300	300	Work began on CHC recovery improvements in 2013/14. Invoicing arrangements are more robust now, including relating to Complex Needs Service attendees. As CHC is a volatile area, it is hard to anticipate whether actual invoicing rates will be the same in future years as previous, so potential for recovery is dependent on these actuals. We have already had receipt of £300k additional in this financial year, so the saving is delivered for 2014/15.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except reablement - separate savings plan)	300	300	300	600	300	600	Plans are in place to deliver this, and year 1 has been achieved. A significant risk is the potential impact of the Care Act, and the currently unknown additional statutory assessment demand and the staff needed to meet this. This project would have been achievable without new Care Act requirements. With them, there is a significant national challenge on staffing capacity.
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	245	185	670	473	185	1,058	The programme of work related to OOP/SCS-K is expected to over-deliver target savings as it incorporates a number of new and ongoing projects/initiatives, many of which relate to the work of the LD Programme Board, that will improve quality/deliver efficiencies including: increased use of assistive technology, development and review of community based services, e.g., day opportunities and community hubs and changes to practice, e.g. personalised commissioning, panel and review processes.
OOP/SCS-I	Securing health income stream for adult social care as a recurrent budget.	5,600	0	5,600	5,600	0	0	This is predicated wholly on whether the anticipated funding from Health is delivered. We are confident this will take place in 2014/15. It is not clear what the situation will be in future years.
OOP/SCS-J	Revising the guidance for staff and managers on how and when to access legal advice and training programmes to improve staff knowledge which will reduce the demand for Legal Services	25	25	25	25	25	25	Procedure changes were made to limit access to Legal Services to situations where it was genuinely needed.
OOP/SCS-K	Better planning of visits by social workers to reduce transport costs	50	15	50	50	15	50	Teams have scoped savings, are developing new tools such as video conferencing and mobile working. Achievable.

B Social Care and Support

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SCS-L	Development of services to avoid crisis and improve hospital discharge outcomes (links to BCF and Discharge to Assess Programme work)	500	500	500	750	500	750	Figures are estimates at this stage. Success depends on Better Care Fund developments and projects, Winter Pressures bids for this and future years which are currently progressing, and ongoing work of multi-agency Discharge to Assess Programme. Delivery remains a risk at this stage.
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	0	0	0	250		250	
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	0	0	0	600	0	512	This under delivery is only related to ECH. Once the AWS Strategy is complete, we will be clearer on what portion of ECH will contribute to the over all AWS savings. Therefore this under delivery is likely to decrease and alignment with the overall target is more likely
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	0	0	0	100	0	100	
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	0	0	0	200	0	0	The original plan idea, when scoped, will not deliver savings. Other alternatives being considered, scoping meeting due August.
OOP/SCS-R	Develop care and support services within the County so people do not need to move out-of-county to receive specialist services	0	8	193	0	8	536	Year 1 savings are expected but OR applications are proving challenging but work continues to progress. One OR saving £30K PA realised (first quarter included) Year 3 and 4 savings depend on the success of the approach for LD in year 1 and 2
	Total	8,748	1,583	8,264	11,276	1,583	6,012	
	Target		8,748	8,748		11,276	11,276	
	Remaining Shortfall/(Over Achievement)		7,166	484		9,693	5,264	

B Social Care and Support

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Proportion of people who have had a previous Reablement referral in the previous 12 months	39.0%	39%	36%		36%	
Delayed transfers of care ASCOF 2C (All delays) per 100,000 population	10	8.4	11		13.4	Quarter one has seen an increase in the number delayed discharges from hospital in Warwickshire, both numbers of people and numbers of days. This is a change from the trend for the previous 2 years of reducing delays. The reasons for this change are currently being investigated, it remains to be seen if this trend will continue throughout the year or if it is the result of two bad months.
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF	283.6	280	290		301.1	Quarter one has seen an increase in the number delayed discharges from hospital in Warwickshire, both numbers of people and numbers of days. This is a change from the trend for the previous 2 years of reducing delays. The reasons for this change are currently being investigated, it remains to be seen if this trend will continue throughout the year or if it is the result of two bad months.
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G	67.4%	70.0%	65%		58	There is an ongoing data quality problem with this indicator that we are currently addressing. Where we do not have an accommodation status recorded it counts as a negative and therefore reduces the indicator outturn
Proportion of adults with a learning disability in paid employment ASCOF 1E	7.3%	7.5%	7%		6.5%	2014/15 has seen a change in definition of this indicator that has reduced the indicator outturn. We are no longer able to count customers receiving lower level services who would be more likely to be in employment than those with more complex needs.
Number of carers receiving a service in their own right	520	520.0	520.0		461	
Proportion of adults in contact with secondary mental health services in settled accommodation ASCOF 1H (All)	81.0%	81.0%	81%		87.4%	This information is received from Coventry and Warwickshire Partnership Trust, the measure is published once a year so we use a proxy measure for in year reporting. The proxy measure over estimates performance so the forecast is lower than Q1
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (All)	17.3%	17.3%	17.5%		20%	This information is received from Coventry and Warwickshire Partnership Trust, the measure is published once a year so we use a proxy measure for in year reporting. The proxy measure over estimates performance so the forecast is lower than Q1
Social care-related quality of life ASCOF 1A	18.8	19.0	19.0			Taken from annual social care survey
Proportion of people who use services who feel safe ASCOF 4A	70.4%	71%	71%			Taken from annual social care survey
Carer reported quality of life ASCOF 1D	NA	8.4	8.4			Taken from annual social care survey
Overall satisfaction of people who use services with their care and support ASCOF 3A	62.6%	64%	64%			Taken from annual social care survey
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A pt 2 / Better Care Fund	554.7	616.4	525		484.1	We are seeing continued decreases in the number of older people admitted to residential and nursing care. The quarter one figure is the cumulative total of all admissions in the last 12 months to give an indication of the final outturn, we are forecast to be significantly below target.
Proportion of people who use services & carers who find it easy to find information about support ASCOF 3D	70.3%	71.5%	71.5%			Taken from annual social care survey and biennial carers survey
Proportion of customers receiving a review	66.5%	66.5%	67%		19.6%	
Percentage of repeat safeguarding referrals	10.7%	10.0%	10%		9.5%	
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1 (percentage success rate)	87.9%	85.2%	91%			This indicator can only be reported in quarter 4, it specifically looks at older people discharged from hospital between October and December and checks if they were at home 3 months (91 days) later.

Strategic Commissioning - Chris Lewington**Strategic Director - Wendy Fabbro****Portfolio Holders - Councillor Compton (Adult Social Care) & Councillor Hayfield (Education & Learning)****2014/15 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Strategic Commissioning - Head of Service	1,211	(153)	1,058	939	(119)	
All Age Disabilities	1,776	3	1,779	1,716	(63)	
Commissioning & Business Intelligence	701	39	740	750	10	
Integrated Elderly Care	9,704	2,386	12,090	12,118	28	
Market Management & Quality	625	93	718	718	0	
Children's Commissioning	499	50	549	521	(28)	
Service Development and Assurance	3,158	1,474	4,632	4,371	(261)	The full funding to support the implementation of the new care system will not be needed in 2014/15. Instead the balance of funding will need to be carried forward to 2015/16.
Net Service Spending	17,674	3,892	21,566	21,133	(433)	
				Non DSG	(406)	
				DSG	(27)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	3,912	0	406	4,318		
Total	3,912	0	406	4,318	0	









2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10030000	People Group ICT Upgrade	157	18	0	0	175	157	18	0	0	175	0	0	
10614000	Care Homes Fire Regulations	397	195	0	0	592	397	0	0	0	397	(195)	(195)	£194,570 remaining allocation to be reallocated to fund new People Group Capital Investments as per Cabinet 13th March 2014 (Community Access for Disabled People; Assistive Technology Smart Flat; Complex Needs Service Building Adaptations and Equipment; Dementia Friendly Environments Capital Funds).
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	176	1,000	0	1,176	0	0	942	0	942	(176)	(235)	Cabinet Approval to re-allocate £234,630 to fund new People Group Capital Investments as per Cabinet 13th March 2014 (Community Access for Disabled People; Assistive Technology Smart Flat; Complex Needs Service Building Adaptations and Equipment; Dementia Friendly Environments Capital Funds).
11310000	Client Information Systems Review	0	1,360	0	0	1,360	0	1,360	0	0	1,360	0	0	
11314000	Community Access for Disabled People	0	0	0	0	0	0	105	105	0	210	105	210	Reallocated funding from the remaining Care Homes Fire Regulations funds (£194,570) and unallocated Transformation Capital funds (£234,630) across this and 3 further projects as agreed by Cabinet on the 13th March 2014.
11315000	Assistive Technology Smart Flat	0	0	0	0	0	0	13	6	0	19	13	19	Reallocated funding from the remaining Care Homes Fire Regulations funds (£194,570) and unallocated Transformation Capital funds (£234,630) across this and 3 further projects as agreed at Cabinet on the 13th March 2014.
11316000	Complex Needs Service Building Adaptations and Equipment	0	0	0	0	0	0	101	0	0	101	101	101	Reallocated funding from the remaining Care Homes Fire Regulations funds (£194,570) and unallocated Transformation Capital funds (£234,630) across this and 3 further projects as agreed by Cabinet on the 13th March 2014.
11317000	Dementia Friendly Environments Capital Funds	0	0	0	0	0	0	100	0	0	100	100	100	Reallocated funding from the remaining Care Homes Fire Regulations funds (£194,570) and unallocated Transformation Capital funds (£234,630) across this and 3 further projects as agreed by Cabinet on the 13th March 2014.
		554	1,749	1,000	0	3,303	554	1,697	1,053	0	3,303	(53)	(0)	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/STC-A	Review of the necessary staffing levels to support the commissioning functions across the business unit with a view to reducing posts	79	0	79	79	0	79	Staffing reductions achieved in 2013 with full effect in 2014/15
OOP/STC-B	Reducing the cost of transport provision to adults with Fair Access to Care Services based on review of current contractual arrangements with providers and review of the robustness with which eligibility criteria are applied	400	57	228	500	57	228	Outline business case developed, with Year 1 savings projected at £228,000. The actual to date has been calculated as the saving to the end of Q1. Further savings largely dependent on development of a mobility strategy and associated assisted transport policy during 2015/16 and until this is developed, consulted upon and agreed, savings will not be realised. Financial modelling is still to be undertaken but there is confidence in the ability to meet the target in years 3 and 4.
OOP/STC-C	Reduced spend on centrally recharged services. This is based on the assumption that the Business Unit will have less staff and therefore lower central recharge cost for IT, telephones etc.	510	303	303	510	303	378	Under recovery is as a result of double counting of savings, alternatives are currently being drawn up.
OOP/STC-D	Review of the staffing levels to provide the data intelligence functions across the business unit with a view to reducing posts	77	0	77	77	0	77	Staffing reductions achieved in 2013 with full effect in 2014/15
OOP/STC-E	Changes to System Support Service achieved by a reduction in OLM (computer system) support contract costs and consultancy, a deletion of a vacant post and other staff reductions	95	77	77	154	77	195	Additional savings taken will form part of a rebalancing of savings proposals that will be brought forward to Members for consideration.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme and the deletion of a management post	200	425	425	400	425	566	Over delivery of savings achieved as a result of full year effect of Business Management decommissioning in Year 1
OOP/STC-G	Reductions to the Learning, Development and Training budget	250	250	250	373	250	373	
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	5	0	0	79	0	0	Savings delayed due to risk of reducing support impacting on the Groups ability to deliver it's programme. While alternate solutions are being explored savings have been achieved in change budgets to mitigate impact in Year 2.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	30	35	35	94	35	99	
OOP/STC-J	Review, redesign and reduce a series of community based contracts	0	0	0	240	0	240	Contract relocations and variations already underway to achieve savings
OOP/STC-K	Supporting People Programme Review of contracts with a view to reducing costs/services. This will include decommissioning some specialist services and re-modelling and recommissioning generic housing related support services to incorporate critical elements of decommissioned services.	0	(161)	(161)	1,230	(161)	1,413	Overspend in year 1 but this levels out as savings exceed target in year 2, 3 and 4
Total		1,646	986	1,313	3,736	986	3,647	
Target			1,646	1,646		3,736	3,736	
Remaining Shortfall/(Over Achievement)			661	334		2,751	89	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (All)	17.3%	17.3%	17.5%		20%	This information is received from Coventry and Warwickshire Partnership Trust, the measure is published once a year so we use a proxy measure for in-year reporting. The proxy measure over-estimates performance so the forecast is lower than Q1
Overall satisfaction of people who use services with their care and support ASCOF 3A	62.6%	64.0%	64.0%			This measure is derived from an annual survey and will be available in May 2015
Carer reported quality of life ASCOF 1D (BCF)	8.1	8.4	8.4			This measure is derived from an annual survey and will be available in March 2015
Proportion of people who are feeling supported to manage their condition (BCF)	66.5%	68.7%	66.2%		66.2%	The 2014/15 forecast uses the 2013/14 outturn published in August 2014; this is the final outturn for this year. The 2014/15 outturn will not be published until August 2015.
Percentage of Children's Centres judged by Ofsted to be good or outstanding	87.5%	100%	86.9%		88.5%	Measure to be baselined at start of contracts so won't be collated until Q3. OFSTED have changed the way they inspect Children's Centre. Instead of inspecting single sites, they now inspect groups of children's centres giving the whole group one inspection report. From Sep 14 Children's Centres will be inspected within the new grouped structure as set out within the Children's Centre tender as opposed to the current individual Centre inspections. However, OFSTED has inspected some groups already that do not match the new groupings. Where a group has been inspected the result has been counted once for all the centres in that group rather than for each individual centre. 13/14 Baseline - Badger Valley and Wellies were inspected in FEB 2013 as a group and achieved Good, this will be counted as one. We would expect to at least maintain our high percentage of good/outstanding Ofsted judgements
Proportion of older people (65+) who are still at home 91 days following discharge from hospital into rehabilitation services ASCOF 2B Part 1	87.9%	85.2%	91%			This indicator can only be reported in Quarter 4; it specifically looks at older people discharged from hospital between October and December and checks if they were at home 3 months (91 days) later.
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF	293.6	280	290		301.1	Quarter 1 has seen an increase in the number of delayed discharges from hospital in Warwickshire, both in terms of numbers of people and numbers of days. This is a change from the trend for the previous two years of reducing delays. The reasons for this change are currently being investigated
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A / Better Care Fund	554.7	616.4	525		484.1	We are seeing continued decreases in the number of older people admitted to residential and nursing care. The Q1 figure is the cumulative total of all admissions in the last 12 months to give an indication of the final outturn; we are forecast to be significantly below target.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Early Intervention & Targeted Support - Head of Service	704	(16)	688	266	(422)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's service.
Early Intervention & Targeted Support - Head of Service - Non WES Traded	2	98	100	141	41	
Transition Support	1,002	4	1,006	993	(13)	
School Early Intervention Service	2,519	(1)	2,518	2,468	(50)	
School Early Intervention Service - WES Traded	0	0	0	54	54	
Family Support, Children's Centres & IDS	9,871	83	9,954	11,031	1,077	This relates to savings plan slippage & transition costs (consultation, notice and transition costs etc.) for the both the IDS and Children Centres savings plan.
Community Support for Vulnerable Adults	5,321	0	5,321	5,334	13	
Net Service Spending	19,419	168	19,587	20,287	700	
				Non DSG	760	
				DSG	(60)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	305		(760)	(455)		
Total	305	0	(760)	(455)	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10964000	CAF Development Team - Social Care IT 2010/11	0	1,176	0	0	1,176	0	1,176	0	0	1,176	0	0	
		0	1,176	0	0	1,176	0	1,176	0	0	1,176	0	0	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Targeted Youth Support - Reduction in service	1,900	1,758	1,900	1,758	1,900	It is anticipated that there will be £256,000 slippage due to time scales of staff job loss consultations and notice periods.
	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.
	Total	1,960	1,785	1,960	1,785	1,960	
	Target		1,960		1,960	1,960	
	Remaining Shortfall/(Over Achievement)		175		175	0	











2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/EH-A	Using the Common Assessment Framework (CAF) as a tool to ensure early intervention services are provided to prevent escalation into specialist services or step down from specialist services and increased use of the CAF by practitioners reducing the need for training	34	34	34	67	34	34	The Business Case for further CAF savings has been prepared and is awaiting approval.
OOP/EH-B	Attendance, Compliance & Enforcement Service (ACE): Reduce the number of cases that require intervention and therefore use funding from the priority families programme rather than core funding as children with these difficulties are often part of a wider problem and being identified as part of the priority families programme and increase trading with academy schools outside Warwickshire	31	31	31	47	31	117	
OOP/EH-C	Proposed Savings is based on charging Academy Schools for the coordination of educational visits.	3	3	3	8	3	3	Future years savings are dependant on a decision (following national legal judgement) whether WCC wants to charge Academies for this service
OOP/EH-D	Duke of Edinburgh Award Scheme: More effective marketing of the scheme to schools as part of raising the participation age	26	26	26	26	26	26	
OOP/EH-E	Target Support Young People - Teenagers in Care Programme: Moving to a commissioning model based on evidence of practice to reduce the number of teenagers either moving into or remaining in care for longer than necessary (Dartington Project)	25	25	25	75	25	75	Targets will be met through staff losses/redundancies, improved efficiency and income through Centres and structured group work programmes. 1st year appears to have been achieved with the overall service managers budget. Plans for the future savings are yet to be agreed.
OOP/EH-F	Identification of efficiency savings across the Business Unit (Heads of Service Management Overheads)	160	160	160	160	160	160	
OOP/EH-G	Additional savings from the current restructuring of the management of the Children's Centres	42	42	42	42	42	42	

E Early Help & Targeted Support

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/EH-H	Family Information Service - consultation with the contact centre to transfer appropriate activity and greater use of electronic directory for signposting and information about the local offer.	100	100	100	200	100	200	
OOP/EH-I	Further development of Reablement and Supporting Independence service to improve access, efficiency and capacity, thus reducing need for more costly forms of social care.	372	0	0	372	0	0	
OOP/EH-J	Family group conferencing - a reduction in the service, with consideration to be given to combining services within Early Intervention or in Communities as part of Priority Families Programme	0	0	0	50	0	50	
OOP/SCS-H	Increase the range of reasonable cost services (e.g. Assistive Technology) to continue personalised approach to meeting needs within resources available to reduce the need for more expensive forms of care	255	4	255	527	4	527	
Total		1,048	425	676	1,574	425	1,234	
Target			1,048	1,048		1,574	1,574	
Remaining Shortfall/(Over Achievement)			624	372		1,149	340	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Percentage of initial assessments for disabled children completed within 10 working days	63.7%	65.0%	65.0%		41.7%	The 13/14 baseline is an average of the previous 12 months. The target of 65% is a conservative estimate based on IDS being currently in a period of restructure. The past quarter reflects the additional pressures of the restructure.
Percentage of people living independently in their own homes at the completion of reablement	61%	76%	76%		63%	
Proportion of people who have had a previous Reablement referral in the previous 12 months	39%	39%	23%		36%	
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing (FGC)	45%	60%	60%		59%	
Percentage of Triple P participants with reduced parental laxness after completing the programme	78.8%	80%	80%			As this is an annual figure, there is nothing to provide for Q1
Percentage of Children's Centres judged by Ofsted to be good or outstanding	87.5%	100%	86.9%		88.5%	OFSTED have changed the way they inspect Children's Centre. Instead of inspecting single sites, they now inspect groups of children's centres giving the whole group one inspection report. From Sep 14 Children's Centres will be inspected within the new grouped structure as set out within the Children's Centre tender as opposed to the current individual Centre inspections. However, OFSTED has inspected some groups already that do not match the new groupings. Where a group has been inspected the result has been counted once for all the centres in that group rather than for each individual centre. 13/14 Baseline - Badger Valley and Wellies were inspected in FEB 2013 as a group and achieved Good, this will be counted as one. We would expect to at least maintain our high percentage of good/outstanding OFSTED judgements
Number of CAFs initiated per 10,000 of the 0-17 child population	84.8	84.8	84.8		16.8	Q1 figures reported in Aug 14
Percentage of CAFs with positive impact that affects emotional well being	82.7%	80%	80%		87.9%	Q1 figures reported in Aug 14
Percentage of Looked After young people who are able to remain in their placement following intensive TS4YP intervention	N/A	80%	75%		100%	Never been measured before, so 2013/14 baseline not applicable.
Percentage of young people who engage with TS4YP who are no longer NEET following intensive intervention	N/A	75%	75%		53%	Never been measured before, so 2013/14 baseline not applicable.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Learning & Achievement - Head of Service	3,509	(7)	3,502	1,598	(1,904)	This is a planned underspend being held in part to provide a contingency to support demand led budget pressures in the Business Unit and in part to cover one off costs relating to the delivery of savings plans within children's service.
Learning & Performance	2,524	6,664	9,188	8,896	(292)	
SEN & Inclusion	42,548	(5,684)	36,864	42,118	5,254	SEN Transport is forecasting to overspend by £0.756m and there are demand pressures on SEN Transport as a result of the increase in stated 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. However this continued overspend is of great concern since additional council funding was obtained this year (£1.7m) but will be decreasing over next few years. This pressure is added to by a large OOP savings target from next year as well. SEN Out of Authority Placements is forecasting to overspend by £4.115m. This pressure is well documented and the various initiatives to alleviate the issues are being put in place but most of these will not achieve savings in this financial year. The High Needs Placement Panel continues to review new cases and challenge the placing of Children Out of Authority. Indeed the forecast has reduced by £0.400m since an initial forecast was produced for the School's Forum in March. There is a £265,000 overspend predicted for mainstream top ups which is consistent with the increase in stated pupils. This is one of the priority areas for the in-depth review of the DSG that is taking place and progress will be reported via the DSG Review Board.
SEN & Inclusion - WES Traded	0	0	0	(8)	(8)	
Planning, Sufficiency & Access	25,714	2,742	28,456	28,595	139	Overall this service is forecasting just a £139,000 overspend but consists of a £560,000 DSG underspend with a Non DSG overspend of £729,000.– The DSG underspend consists of a large underspend on 2 year old free education places where take up and provision is lower than the funding provided by £919,000. Although this aids the overall DSG position in the short term future funding is dependent on achieving as high a participation rate as possible in future years. This DSG underspend is also balanced by greater numbers accessing free 3 & 4 year old education which is forecast to overspend by £300,000. The non DSG overspend predominantly relates to Transport Services. The overspend is predicted to be £513,000 (Mainstream £395,000 and LAC £118,000 over spent). The other major over-spend in this service managers non DSG service is the increasing costs of maintaining "closed premises" as well as the anticipated costs of the pre-opening costs of the new Additional Education Needs school.
Planning, Sufficiency & Access - WES Traded	0	0	0	0	0	
Schools related residual HR & DSG	6,280	283	6,563	6,635	72	
Net Service Spending	80,575	3,998	84,573	87,834	3,261	
				Non DSG	(236)	
				DSG/PFI	3,497	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	236	236		
Total	0	0	236	236	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10031000	Kenilworth Burton Green Primary Temp Classroom Replacement	385	16	0	0	401	385	16	0	0	401	0	0	
10033000	Wellesbourne Library Phase 3 Children's Centre	498	12	0	0	510	498	12	0	0	510	0	0	
10044000	Warwick Newburgh Primary Extension	2,630	0	0	0	2,630	2,630	45	105	0	2,780	45	150	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
10047000	Stratford Thomas Jolyffe Primary School Phase 3 Children's Centre	305	12	0	0	317	305	12	0	0	317	0	0	
10051000	Stratford Primary Places The Willows Extension	703	1	0	0	704	703	1	0	0	704	0	0	
10056000	Shipston Primary School Phase 3 Children's Centre	522	16	0	0	538	522	16	0	0	538	0	0	
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	610	16	0	0	626	610	16	0	0	626	0	0	
10069000	Wolston Library Phase 3 Children's Centre	178	4	0	0	182	178	4	0	0	182	0	0	
10075000	Atherstone Arden Hill Infant and Oakfield Junior Amalgamation	611	39	0	0	650	611	39	0	0	650	0	0	
10225000	Rugby, Boughton Leigh (Ph 2) Children's Centre	(36)	12	0	0	(24)	(36)	12	0	0	(24)	0	0	
10233000	Kingsbury Primary (Ph2) Children's Centre	(4)	0	0	0	(4)	(4)	4	0	0	0	4	4	
10238000	Rugby, Oakfield (Ph2) Children's Centre	(5)	5	0	0	0	(5)	5	0	0	0	0	0	
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	20	0	0	4,661	0	0	
10254000	Leek Wootton, St John's (Ph2) Children's Centre	(12)	12	0	0	0	(12)	12	0	0	0	0	0	
10300000	Minor Works Unallocated DFC Fund	190	7	0	0	197	190	7	0	0	197	0	0	
10357000	Rugby Paddox Primary Amalgamation	1,772	79	0	0	1,850	1,772	79	0	0	1,850	0	0	
10442000	Warwick Woodloes Junior and Infant Amalgamation	9,902	173	0	0	10,075	9,902	173	0	0	10,075	0	0	
10513000	Education Capital - Earmarked Capital Receipts	0	0	550	0	550	0	0	550	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	31,934	0	0	0	31,934	31,934	3,260	0	0	35,194	3,260	3,260	Brand new forecast entered for 2014/15 based on known available funds from carry forwards and in year DFC allocation. Devolved spending fluctuates between years.
10970000	CYPF Capital Minor Projects	617	0	0	0	617	617	10	0	0	627	10	10	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	350	0	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places)	3,093	6	0	0	3,099	3,093	6	0	0	3,099	0	0	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places)	274	0	0	0	274	274	1	0	0	275	1	1	
11066000	St Michaels Primary Extension (Pupil Places)	559	1	0	0	560	559	2	0	0	561	1	1	
11067000	Camp Hill Primary Extension (Pupil Places)	1,316	12	0	0	1,328	1,316	12	0	0	1,328	0	0	
11068000	Wembrook Primary Reorganisation (Pupil Places)	377	2	0	0	379	377	2	0	0	379	0	0	
11069000	Sydenham Primary Extension (Pupil Places)	1,745	14	0	0	1,760	1,745	14	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places)	682	31	0	0	713	682	31	0	0	713	0	0	
11071000	Shipston Primary Alterations (Pupil Places)	464	11	0	0	476	464	11	0	0	476	0	0	
11073000	All Saints Junior Extension (Pupil Places)	79	606	0	0	684	79	685	186	0	950	80	266	Extra £266,000 Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	0	0	0	1,709	1,709	1	0	0	1,710	1	1	

F Learning & Achievement

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11076000	Schools Access Initiative Block Header	402	598	0	0	1,000	402	573	0	0	975	(25)	(25)	
11102000	Newdigate Primary (Pupil Places)	878	25	0	0	903	878	25	0	0	903	0	0	
11103000	Long Lawford Primary (pupil places)	1,073	4	0	0	1,077	1,073	4	0	0	1,077	0	0	
11105000	Lillington Primary (Pupil Places)	843	957	0	0	1,801	843	982	0	0	1,825	25	25	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools	3,731	18	0	0	3,749	3,731	18	0	0	3,749	0	0	
11108000	Oakfield Primary	2,844	16	0	0	2,860	2,844	16	0	0	2,860	0	0	
11173000	Wolston St Margaret's extension (pupil places)	81	599	20	0	700	81	604	15	0	700	5	0	
11174000	Kingsway Primary extension and reorg (pupil places)	602	389	0	0	991	602	419	0	0	1,021	30	30	Project increase of £30,000 due to the requirement for a new electricity sub-station. This is to be funded from Physical Assets project 11145000
11177000	Schools Access Initiative 2012/13 block header	696	47	0	0	743	696	6	0	0	702	(41)	(41)	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11181000	Temporary classroom replacement	0	82	0	0	82	0	82	0	0	82	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	609	531	0	0	1,140	609	531	0	0	1,140	0	0	
11184000	Oakfield Primary School Alterations To Existing Key Stage 2	507	3	0	0	510	507	3	0	0	510	0	0	
11202000	Quinton Primary expansion (pupil places)	283	949	0	0	1,232	283	958	0	0	1,241	9	9	
11204000	Tysoe temporary classroom replacement	45	229	0	0	274	45	229	0	0	274	0	0	
11205000	Water Orton temporary classroom replacement	7	247	0	0	253	7	247	0	0	253	0	0	
11206000	Telford Infants temporary classroom replacement	262	26	0	0	288	262	26	0	0	288	0	0	
11207000	Telford Junior temporary classroom replacement	213	31	0	0	244	213	31	0	0	244	0	0	
11209000	Wembrook Primary additional studio hall space	418	7	0	0	425	418	7	0	0	425	0	0	
11210000	Exhall Cedars Infant temporary classroom replacement	272	0	0	0	272	272	18	0	0	290	18	18	
11211000	Coten End Primary expansion (pupil places)	601	2,169	115	0	2,884	601	2,169	115	0	2,884	0	0	
11247000	2 Year Old Offer - Capital Funding	246	440	0	0	686	246	440	0	0	686	0	0	
11249000	Bishopton School extension - targeted basic need	6	870	1,624	0	2,500	6	870	1,624	0	2,500	0	0	
11250000	Brooke School extension - targeted basic need	3	947	0	0	950	3	918	29	0	950	(29)	0	
11252000	Henry Hinde Infant School extension - targeted basic need	9	523	418	0	950	9	523	418	0	950	0	0	
11253000	Lapworth School extension - targeted basic need	8	642	0	0	650	8	332	310	0	650	(310)	0	
11255000	Paddox School extension - targeted basic need	7	1,028	1,215	0	2,250	7	1,028	1,345	0	2,380	0	130	Extra £130,000 funding agreed as per Cabinet report 22nd July 2014 Learning and Achievement (schools) capital programme
11256000	St Michael's CE School extension - targeted basic need	0	488	762	0	1,250	0	488	762	0	1,250	0	0	
11257000	Welcombe Hills School extension - targeted basic need	2	368	580	0	950	2	368	580	0	950	0	0	
11258000	New AED School - targeted basic need	8	692	2,800	2,500	6,000	8	2,742	3,750	0	6,500	2,050	500	Increase approved by Cabinet 8th May 2014, funded by capital receipt
11260000	St Marys Southam Fire damage	4	196	0	0	200	4	196	0	0	200	0	0	
11261000	Shipston High extension (pupil places)	4	806	790	0	1,600	4	1,421	158	17	1,600	615	0	Project has been brought forward in order to meet the grant conditions required by the EFA.
11262000	Cawston Grange extension (pupil places)	4	1,271	1,225	0	2,500	4	1,246	1,250	0	2,500	(25)	0	
11263000	Long Lawford extension (pupil places)	3	494	478	0	975	3	494	478	0	975	0	0	
11265000	Milby Primary extension (pupil places)	3	972	925	0	1,900	3	972	925	0	1,900	0	0	
11266000	St Benedict's extension (pupil places)	142	25	0	0	167	142	25	0	0	167	0	0	
11267000	2013-14 Schools Disability Access block header	0	500	0	0	500	0	100	466	0	566	(400)	66	Budget moved to 13/14 block from previous allocations (£25,064 from 11076000 and £41,148 from 11177000)

F Learning & Achievement

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance £ 000's	Total £ 000's	
11268000	Queen Elizabeth - contribution to PSBP re extra pupil places	0	1,750	0	0	1,750	0	0	0	0	0	(1,750)	(1,750)	Project cost reduced as per Cabinet Report 22nd July 2014
11269000	Woodlands Special School (pupil places)	10	385	0	0	395	10	385	0	0	395	0	0	
11271000	Alcester St Nicholas Academy extension	6	314	0	0	320	6	314	0	0	320	0	0	
11270000	Shipston Primary extension	1	89	0	0	90	1	89	0	0	90	0	0	
11313000	New primary provision at Aylesford school - TBN	0	570	480	0	1,050	0	620	2,130	0	2,750	50	1,700	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11319000	Eastlands Primary temporary classroom	0	0	0	0	0	0	30	70	0	100	30	100	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11320000	Shipston High temporary classroom	0	0	0	0	0	0	54	126	0	180	54	180	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11321000	Long Lawford Primary temporary classroom	0	0	0	0	0	0	54	126	0	180	54	180	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11322000	Whitnash primary basic need provision	0	0	0	0	0	0	195	455	0	650	195	650	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
11323000	Boughton Leigh Jnr basic need provision	0	0	0	0	0	0	90	210	0	300	90	300	Funding agreed as per Cabinet report 22 July 2014 Learning and Achievement (Schools) Capital Programme 2014/15.
		80,578	22,196	11,982	2,500	117,255	80,578	26,242	16,184	17	123,021	4,046	5,765	






2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15		Forecast Outturn £'000	Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000		
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.
	Total	1,786	786	1,786	590	1,198	
	Target		1,786		1,786	1,786	
	Remaining Shortfall/(Over Achievement)		1,000		1,196	588	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LA-A	Review of the School Planning Service with a view to reduction in staffing	75	75	75	75	75	75	
OOP/LA-B	Review of the Schools Complaints Service with a view to reduction in staffing	75	75	75	75	75	75	
OOP/LA-C	Education Psychology Service: This service delivers core funded and traded services. The proposal would see the trading target increased.	100	25	100	100	25	100	
OOP/LA-D	Restructure the current Assessment, Statementing and Review Service in line with the greater flexibility offered by the new SEN funding formula in schools.	0	0	0	250	0	170	£170k identified through the utilisation of the SEN Reform Grant to support capacity in ASRS for three years. Further staffing reductions will take place in 2017/18.
OOP/LA-E	The provision of a team of teachers to support the education of looked after children in schools would cease. The LA would continue to have a Virtual Head Teacher for Looked After Children in line with statutory responsibilities.	0	0	0	275	0	0	A review of the Virtual School is underway. A plan for savings will be in place by December 2014. Full savings cannot be achieved as they include the cost of the Virtual Headteacher.
OOP/LA-F	Transfer responsibility to the early years sector to monitor and drive its own improvement, including a restructure of links with Health Visitors and the prioritisation of children for free childcare.	0	0	0	446	0	0	A review of the Early Years Quality function is planned for September to December 2014. Some trading plans are in place, but it is not possible to calculate accurate savings at this stage.
OOP/LA-G	Reduction in Transport Budget. This significant proposed reduction in the transport budget (including special needs transport) will require a change in policy and full consultation to inform changes. Provision for school crossing patrols to be retained.	0	0	0	2,300	0	0	Corporate Board have requested a re-evaluation of the potential savings which can be made from home to school transport. A report to Corporate Board will be produced in September 2014.
OOP/LA-H	Review of general support budget in line with the changes in services across the Business Unit	0	1,000	1,000	1,000	1,000	1,000	This has been achieved early via the first part of re-structure but this will be reviewed during phase 2. Some of the early achievement savings may have to utilised in the short term. Additional savings may be possible to offset underachievement in other areas.
	Total	250	1,175	1,250	4,521	1,175	1,420	
	Target		250	250		4,521	4,521	
	Remaining Shortfall/(Over Achievement)		(925)	(1,000)		3,346	3,101	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Percentage of EIS subscribing schools judged to be good or outstanding by Ofsted for Behaviour	82%	85%	83%		N/A	Baseline refers to AY 12/13, Target refers to AY 13/14. Q1 not recorded, summer term captured in Q2 data.
Percentage of 16 to 19 year olds who are not in education, employment or training (NEET)	5.5%	3%	5%			NEET figures are the average of NEETs at the ends of November, December and January. Early indication of the figure is available from CSWP in February, the official DfE published figures are available the following May/June. Baseline refers to AY 12/13, Target refers to AY 13/14. Q1: Forecast is higher than the target (low is good) as the LA has set challenging targets in order to move towards RPA of 100% participation by 2015. In 2013/14, Warwickshire saw an apparent increase in the number of young people aged 16-19 who were NEET. There was also a significant fall in the proportion of young people whose post 16 situation is not known, this was due to more effective tracking processes. However, this reduction also contributed to the rise in NEET figures, as did a change in the DfE reporting methodology.
Closing the Gap - Attainment Key Stage 2 (Primary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving level 4 or above in reading, writing and maths	23%	18%	18%			Provisional data normally becomes available in October from LA but is not finalised until January. Published data is available in the DfE Statistical First Release. Baseline refers to AY 12/13, Target refers to AY 13/14. Q1: Forecast currently reflects target, more accurate forecast can be made after early indications of summer examination results are received.
Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted	72%	75%	75%		75%	Data should become available at the end of September. This includes nursery, primary, secondary and special schools including academies, free schools and studio schools but not FE colleges, other training providers or the private voluntary independent sector for childcare and child-minders. Baseline refers to AY 12/13, Target refers to AY 13/14. Q1: Forecast currently reflects target, more accurate forecast can be made after early indications of summer examination results are received.
Closing the Gap - Attainment: Key Stage 4 (Secondary) percentage gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: percentage achieving 5 or more A*-C grades including English & Maths	32%	25%	25%			Provisional data normally becomes available in October from LA but is not finalised until January. Published data is available in the DfE Statistical First Release. Baseline refers to AY 12/13, Target refers to AY 13/14. Q1: Forecast currently reflects target, more accurate forecast can be made after early indications of summer examination results are received.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Marketing & Communications	391	0	391	406	15	
Customer Contact	2,743	(258)	2,485	2,527	42	The Warwickshire Local Welfare Scheme will be underspent by £137k. The Customer Service Centre Supporting People budget will be overspent by £180k for interim staffing and project development work to manage the current workload and the redesign work. This will be funded by the Other Customer Services budget underspend.
Customer Relations	220	0	220	220	0	
Face to Face	3,836	247	4,083	4,024	(59)	
Other Customer Services	949	(82)	867	455	(412)	This underspend is supporting significant projects including the Digital by Default, Adult Social Care and Customer Relationship Management System integration projects. This includes funding the overspend in relation to CSC Supporting People Service.
Business Development	263	364	627	842	215	The overspend is in relation to development projects which are being funded by the Other Customer Service budget, see above.
Traded Services - Educational	0	0	0	1	1	
Traded Services - Non Educational	(112)	0	(112)	30	142	Under achievement of income target in Print Services. The Service is reviewing its service offer and looking at alternative sources of income.
Net Service Spending	8,290	271	8,561	8,505	(56)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Savings	0		(81)	(81)		
Warwickshire Local Welfare Scheme	663		137	800		
Total	663	0	56	719	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 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	150	303	0	501	48	150	303	0	501	0	0	
10624000	Libraries Radio Frequency Identification	894	(7)	0	0	887	894	(7)	0	0	887	0	0	
10631000	Library Modernisation Linked To Best Value	331	0	0	0	331	331	14	0	0	345	14	14	Additional work proposed, to be financed via a revenue contribution.
10645000	One-Stop Shops Expansion Programme 2009/10	0	180	90	0	270	0	180	90	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	41	250	600	2,105	2,996	41	250	600	2,105	2,996	0	0	
11293000	Community Information Hubs	0	100	0	0	100	0	100	0	0	100	0	0	
		1,314	673	993	2,105	5,084	1,314	687	993	2,105	5,099	14	15	





2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	824	788	824	788	788	
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		1,588	1,588	
	Remaining Shortfall/(Over Achievement)		0		150	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/CS-A	Reduction in the budget for the Local Welfare Scheme	150	150	150	150	150	150	
OOP/CS-B	Applying additional income targets to the Registration Service.	150	150	150	205	150	205	
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80	40	80	
OOP/CS-D	Reduction in the Customer Services Projects.	70	70	70	120	70	120	
OOP/CS-E	Stop the Going the Extra Mile (GEM) Programme (Staff Recognition Scheme)	10	10	10	10	10	10	
	Total	420	420	420	565	420	565	
	Target		420	420		565	565	
	Remaining Shortfall/(Over Achievement)		0	0		145	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£460K	£460K		£460K	
Digital by default programme is delivered on time and to budget by December 2015	achieved	achieved		on target	
Standards for complaint handling are met	60% Childrens 80% All other	miss target		30% Adults 11% Childrens 53% General	Adults: Close monitoring is taking place with relevant Heads of Service. Monthly reporting to HoS, quarterly reporting to People Group GLT. We are confident that legacy complaints are now under control, and this figure should improve over the coming year. Children: This is an area for concern. Dialogue is taking place with the Head of Service to identify root causes. Head of Professional Practice and Governance alerted and actively engaged. Monthly reporting to HoS, quarterly reporting to People Group GLT. General: There has been underreporting and failure to monitor timescale compliance issues in one service area. This should now be resolved as the issues have been raised at Head of Service level, new Champions have been identified, and a system for monitoring activity is being put into place.
Maintain CSE accreditation to ensure effective management of customer expectations	retained	retained		on target	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	123	100	223	233	10	The majority of variations held at Service Manager level are relatively minor and are mainly the result of maintaining ongoing vacancies that will contribute towards future years savings targets (particularly in Procurement). The difference between the Education and Non Education trading position is due primarily to a revised apportionment of Human Resources Management System costs between client categories, that better reflects actual usage. In aggregate the trading income remains as originally budgeted.
Corporate Finance and Advice	665	0	665	644	(21)	
Treasury, Exchequer, Finance Systems, Pensions	409	0	409	393	(16)	
Communities Group and Fire & Rescue Local Finance, Procurement	840	33	873	797	(76)	
People Group Local Finance, Financial Benefits & Advice	1,854	0	1,854	1,790	(64)	
Resources Local Finance, Schools Strategy & Support, Payroll	641	0	641	658	17	
Traded Services - Education	(118)	0	(118)	(232)	(114)	
Traded Services - Non Education	(306)	0	(306)	(209)	97	
Net Service Spending	4,108	133	4,241	4,074	(167)	





2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Savings	0	0	167	167	0	It is anticipated that any underspends will be the subject of a carry forward request to invest in delivering ongoing savings as part of the One Organisation Plan (for example, in accelerating the use of Agresso [the Council's financial system] to assist in revenue and capital planning and monitoring as well as financial project management).
Total	0	0	167	167	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/FIN-A	The reduction of financial advice and support to Managers and Members	211	201	201	211	201	211	Redundancy made later than planned, so will not be a full year effect in 2014/15 (but will be thereafter). One-off shortfall to be met from underspend elsewhere in the Business Unit.
OOP/FIN-B	Charge district councils for payroll services previously delivered free	40	40	40	40	40	40	
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs	0	0	0	250	0	0	Propose putting back from 2015/16 to 2016/17 to better respond to the Care Act and to maximise efficiencies from Agresso
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost	0	0	0	0	0	250	Propose bringing a proportion (£250k) forward from 2016/17 offset FIN-C above.
	Total	251	241	241	501	241	501	
	Target		251	251		501	501	
	Remaining Shortfall/(Over Achievement)		10	10		260	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£250k	£250k		on target	
Corporate revenue and capital spending plans and treasury management strategy are produced and published on time	achieved	achieved		on target	
External audit opinion and final accounts approved on time	unqualified opinion	on target		not yet known	This is an annual measure, but the audit process is going smoothly
The capital programme is delivered on time and to budget (Education and corporate programmes)	-	-	-	-	Target and forecast to be reported from Quarter 2.
Number of times financial implications in reports are subsequently formally challenged	0	0		0	No formal challenges received for Quarter 1.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Employee Relationships	1,530	0	1,530	1,497	(33)	Post held vacant in Health & Safety for future year One Organisational Plan saving.
Human Resources Service Centre	1,349	0	1,349	1,227	(122)	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Business Partners and Learning & Organisational Development	1,987	28	2,015	1,963	(52)	Post held vacant for future One Organisational Plan saving, and reduced demand for training.
Human Resources Head of Service	154	414	568	573	5	
Traded Services - Education	(72)	0	(72)	(96)	(24)	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Traded Services - Non Education	(100)	0	(100)	47	147	HR Service centre budget split between corporate and traded services is under review at this time. The HR Service centre balances overall between Corporate and Traded.
Net Service Spending	4,848	442	5,290	5,211	(79)	

2014/15 Reserves Position


Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	79	79	0	
Growing for Growth Apprenticeship Scheme	633	0	0	633	0	
Total	633	0	79	712	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-A	Review of processes and reduction in the administration of pay and pensions	61	30	61	61	30	61	
OOP/HR-B	Reduce the demand for HR professional support in line with reduction in size of the council and associated staff reductions. Proposed reduction in demand will be delivered through development and implementation of competency framework for managers to manage staff performance more effectively, more use of e-learning and self directed learning.	30	15	30	30	15	30	
OOP/HR-C	Cessation of the staff survey scheme and introduction of alternative means of gathering staff feedback.	12	12	12	12	12	12	Staff Survey has been re-instated by Corporate Board - the survey has been run using internal resource and the on costs have been absorbed within HR&OD and SICM. Direct costs will be recharged to services
OOP/HR-D	Reduction in the Learning & Development Budget to support the social care and general workforce. Savings to be achieved by increased e-learning, self directed learning, managing demand.	63	40	63	120	40	120	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/HR-E	Reduction and changes in provision of HR policies in line with legislative frameworks which support the Council's business objectives and allow managers to manage their staff and risks more effectively with the need for limited HR support.	10	4	10	10	4	10	
OOP/HR-F	Reduction in the provision of advice and support to all managers on the full range of HR policies and there implementation at operational level and associated reduction in posts	40	15	40	40	15	40	
OOP/HR-G	Reduction in administrative support and more effective management of outputs as a result of changes to both the production of written health and safety policies and standards, and advice and guidance documentation to managers and employees to discharge their own moral and statutory health and safety responsibilities.	10	6	10	10	6	10	
OOP/HR-H	Reduction in the provision of face to face HR transactional support and procedural advice to schools and other local authorities through the use of on-line forms and more self service to schools. Alternative models for delivery of the service as well as increasing the traded services offer to schools.	70	30	70	70	30	70	
OOP/HR-I	Scaling back the management of employment records through the introduction of electronic records and manager self service and associated staff reductions	0	0	0	43	0	43	
OOP/HR-J	Scaling back the production of HR data reporting through the use of improved electronic systems including digital by default.	0	0	0	43	0	43	
OOP/HR-K	Manage demand down for the service in line with the staffing reductions across the Council by embedding the processes and systems to manage the pay and allowances framework as well as reducing the demand for support in the operation of the framework and processes.	0	0	0	61	0	61	
OOP/HR-L	Reduction in the provision of frameworks, policies and pay strategies to maintained schools to meet employer responsibilities as the number of maintained schools decline.	0	0	0	61	0	61	
Total		296	152	296	561	152	561	
Target			296	296		561	561	
Remaining Shortfall/(Over Achievement)			144	0		409	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£295k	£295k		on target	
Leadership and Management development offer is clear and attendance is maintained	-	-	-	-	Target and forecast to be reported from Quarter 2
Commercial skills development is available and attendance maintained	-	-	-	-	Target and forecast to be reported from Quarter 2

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Head of Service	822		822	822	0	
Members Support	34		34	34	0	
Strategy and Programme & Innovation	871	15	886	886	0	
Corporate ICT Development	1,465		1,465	1,465	0	
Customer and Supplier Services	2,007	80	2,087	2,087	0	
Production Services	2,675		2,675	2,668	(7)	
Systems Design & Architecture	1,289	(15)	1,274	1,457	183	The report seeks approval to draw down £186k from the Resources Group Transformation Reserve to fund key project activities in 2014/15 that have led to the overspend.
Network Services	1,240	30	1,270	1,270	0	
Information Management	296	14	310	305	(5)	
Traded Services - Education	8		8	9	1	
Traded Services - Non Education	(8)		(8)	(8)	0	
Net Service Spending	10,699	124	10,823	10,995	172	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Information Assets usage of Schools PFI Project	200	0	0	200		
WAN Investment	625	0	0	625		
Going for Growth (BDUK)	428	0	0	428		
Service savings	0	0	14	14		
Resources Transformation Reserve	0	0	(186)	(186)		
Total	1,253	0	(172)	1,081	0	





2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	157	43	0	0	200	157	43	0	0	200	0	0	
11121000	Development of Rural Broadband	335	4,301	5,213	0	9,850	335	4,301	7,663	4,840	17,140	0	7,290	The increase in capital expenditure relates to the application to support the expansion of superfast broadband coverage across Warwickshire. The total increase equates to £7.3m. This is made up of £3.6m from the Capital Growth Fund and £3.7m BDUK match funding, as agreed at Council on the 1st July 2014.
		493	4,344	5,213	0	10,050	493	4,344	7,663	4,840	17,340	0	7,290	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	100	100	100	217	130	217	
OOP/IA-B	A reduction in the costs associated with the maintenance of the availability of the core ICT infrastructure equipment and services that deliver our ICT systems and access to systems, including some 24x7 availability, when required by services.	300	300	300	379	300	379	
OOP/IA-C	Reduction in the scale and approach of the service that provides a single point of contact for IT support queries to assist staff and Elected Members with ICT problems	35	35	35	105	35	105	
OOP/IA-D	Reduction in the expenditure on designing, managing and implementing ICT programmes and projects that improve service delivery through the effective use of ICT and process redesign	108	108	108	215	108	215	
OOP/IA-E	Reducing the cost of developing, maintaining, and quality assuring the implementation of the ICT Strategy to ensure WCC gets maximum benefit from new ICT opportunities.	16	16	16	16	16	16	
OOP/IA-F	A reduction in the costs associated with the provision, support, maintenance and management of ICT communications links in the form of both Local Area Network (LAN) internal connections, Wide Area Network (WAN) and telephony for WCC between our buildings, and other organisations, including wider Internet access	0	0	0	100	0	100	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	0	0	0	35	0	35	
Total		559	559	559	1,067	589	1,067	
Target			559	559		1,067	1,067	
Remaining Shortfall/(Over Achievement)			0	0		478	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£559k	£559k		£559k	
Digital by default programme is delivered on time and to budget by December 2015	achieved	achieved		Milestones within tolerance	Overall the project remains on target to be delivered to the overall plan. At the end of Qtr 1 of the 15 elements within the programme, 8 are green and 7 are amber.
Overall availability of ICT network	<14	<14		0	
The BDUK project is delivered on time and to budget	achieved	achieved	-	-	No milestones this quarter
Major IT development programmes are delivered/implemented on time and to budget	achieved	achieved		on target	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Democratic Services	485		485	467	(18)	Staffing vacancy now recruited to.
School Governor Services	82		82	82	0	
Insurance, Internal Audit and Risk Management	473	27	500	500	0	
Law and Governance Administration	0		0		0	
Legal Core	405	19	424	424	0	
Traded Services - Educational	(62)		(62)	(56)	6	
Traded Services - Non Educational	(522)		(522)	(634)	(112)	Reduction in staffing costs together with additional income generated from external custom.
Net Service Spending	861	46	907	783	(124)	




2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0		124	124		
Total	0	0	124	124	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LG-A	Reduce level of Internal Audit and Assurance Support	19	4	19	19	4	19	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	0	0	0	35	0	35	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	0	0	0	12	0	12	
OOP/LG-D	Increase External Income Potential through Legal Services	0	0	0	6	0	6	
OOP/LG-E	Reduce School Governance Support in light of changing relationship between Local Authority and Schools	0	0	0	0	0	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	0	0	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	0	0	0	
	Total	19	4	19	72	4	72	
	Target		19	19		72	72	
	Remaining Shortfall/(Over Achievement)		15	0		68	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£19k	£19k		£4k	
Structure for Overview and Scrutiny Committees identified for debate	-	-	-	-	Measure not reported in Quarter 1
% customer satisfaction with Councillors as community leaders	-	-	-	-	Target and forecast to be reported from Quarter 2.
Annual Governance Statement approved by external auditors and Council on time	achieved	achieved		AGS Drafted	Draft AGS agreed by Audit and Standards Committee and evidence file produced to external auditors. Awaiting external auditor comments.
Agreed elements of the constitution are reviewed	achieved	achieved		achieved	

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Physical Assets General	931	(38)	893	893	0	
Construction Services	2,182	8	2,190	1,825	(365)	This budget is no longer required in 2014/15 as Warwickshire has been moved to a later phase of the Carbon Reduction Commitment Scheme and it is proposed to temporarily transfer this money to a specific reserves until it is needed in future years.
Facilities Management	9,739	36	9,775	9,746	(29)	
Estates & Smallholdings	(150)	0	(150)	(167)	(17)	
Asset Strategy	270	0	270	270	0	
Programme Management & Special Projects	(830)	146	(684)	130	814	£713k of this variation represents one off revenue costs of Property Rationalisation (dilapidation obligations on vacating leased property and on going conversion works), that will be funded from the Property Rationalisation Programme specifically set up for this purpose.
Traded Services - Education	(945)	0	(945)	(764)	181	Trading income in catering is forecast to be £201k under recovered but is being managed and there are sufficient funds in the Catering Equalisation Reserve to meet the shortfall in 2014/15.
Traded Services - Non Education	(183)	0	(183)	(117)	66	
Net Service Spending	11,014	152	11,166	11,816	650	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Planning Reserve	500	0	0	500	0	
Catering Equalisation Account	401	0	(201)	200	0	
Property Rationalisation Programme (Bath Place)	0	713	(713)	0	713	To fund dilapidation obligations on vacating leased property and on going conversion works.
Carbon Reduction Commitment	0	0	317	317	(317)	This budget is no longer required in 2014/15 as Warwickshire has been moved to a later phase of the Carbon Reduction Commitment Scheme and it is proposed to temporarily transfer this money to a specific reserves until it is needed in future years.
Savings	0	0	(53)	(53)	0	
Total	901	713	(650)	964	396	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Building & Construction														
10971000	Aylesford Flood Alleviation Scheme Contribution	714	211	0	0	925	714	211	0	0	925	0	0	Revenue Contribution of 60k to cover ongoing extra planning advice and consultation
10972000	Planning Consent For Europa Way	331	34	0	0	365	331	94	0	0	425	60	60	
11122000	Nuneaton Academy (Alderman Smith) -Redevelopment	9,866	13	0	0	9,879	9,866	13	0	0	9,879	0	0	
11131000	Wark St Johns House Museum - Repl Activity Space Bldg	60	1	0	0	61	60	1	0	0	61	0	0	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	0	750	0	0	750	0	150	600	0	750	(600)	0	
11318000	Universal Free School Meals Programme	0	0	0	0	0	0	1,156	0	0	1,156	1,156	1,156	Scheme agreed by Council Leader report 13/06/14. DfE grant of £1,025,172 plus £50,000 contribution moved from budgets (£25k 11145000 and £25k 11143000). Further £80,500 funding agreed as per Cabinet report 22 July 2014 from Learning & Achievement Grants.
Property Rationalisation Programme														
11041000	Rationalisation Of The Council's Property	442	201	0	0	643	442	206	0	0	648	5	5	
11041004	Warwick- Premises at Montague Road -relocation of County Museum Store	432	50	0	0	481	432	50	0	0	481	0	0	
11097000	S/Avon Elizabeth House - Altns Re:Prop Ratnlstn	93	5	0	0	98	93	0	0	0	93	(5)	(5)	
11190000	Warwick Shire Hall - refurbishment (Phase 2 onwards)	2,611	889	0	0	3,500	2,611	889	0	0	3,500	0	0	
11230000	Bedworth Kings House - PRP refurbishment for N & B Local Centre	603	43	0	0	647	603	43	0	0	647	0	0	
11231000	Nuneaton-Hilary Road Centre - PRP refurbishment for N & B Local Centre	326	348	0	0	674	326	353	0	0	679	5	5	
Structural Maintenance														
11029000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance	1,985	0	0	0	1,985	1,985	2	0	0	1,987	2	2	
11033000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	1,841	0	0	0	1,841	1,841	1	0	0	1,841	1	1	
11035000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2012/13	5,835	0	0	0	5,835	5,835	5	0	0	5,840	5	5	£5,000 transferred from 11145000
11036000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2013/14	291	20	0	0	311	291	(1)	0	0	289	(22)	(22)	
11037000	Non-Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	2,035	500	0	0	2,535	2,035	473	0	0	2,508	(27)	(27)	
11038000	Schools Capital Asbestos And Safe Water Remedial Works 2013/14	1,237	55	0	0	1,292	1,237	55	0	0	1,292	0	0	
11039000	Schools Planned Capital Building, Mechanical And Electrical Backlog Maintenance 2013/14	5,876	102	0	0	5,978	5,876	202	0	0	6,078	100	100	100k Moved from 11145000 to cover extra cost of ongoing projects.
11142000	Non Schools Asb & Safe Water Remedials 2014/15	0	311	0	0	311	0	333	0	0	333	22	22	
11143000	Schools Asbestos & Safe Water Remedials 2014/15	0	1,291	0	0	1,291	0	1,266	0	0	1,266	(25)	(25)	
11144000	Non School - Planned Bldg, Mech & Elect Backlog 2014/15	0	2,522	0	0	2,522	0	2,649	0	0	2,649	127	127	£2,145 moved to 11029000 and £583 moved to 11033000. £27,000 moved from 11037000 and RCCO Contribution currently estimated at £80,000, PRP RCCO contribution of £23,000 project E1843

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	0	5,565	0	0	5,565	0	5,803	0	0	5,803	238	238	£100,000 moved to 11039000 to cover extra cost of ongoing projects. £25,000 moved to contribution to UIFSM project 11318000. £5,108 moved to 11035000, £171 moved to 11031000. £1,460 moved to 1107400, £30,000 moved to Kingsway 11174000. Contributions from schools for Wembrook £97,000, Southam College £13,250, St Nicholas £25,000, Croft Junior £14,000. Thus making the total contribution from schools £149,250. In addition to this there will be an RCCO contribution currently estimated at £250,000.
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	0	311	0	311	0	0	311	0	311	0	0	
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	0	1,292	0	1,292	0	0	1,292	0	1,292	0	0	
11226000	Non School - Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	0	2,569	0	2,569	0	0	2,569	0	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 School - 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 School - 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														
10592000	Small Scale Reactive / Minor Improvements County-Wide	151	138	0	0	289	151	115	23	0	289	(23)	0	
Energy														
10400000	Climate Change 2009/10	257	97	0	0	354	257	97	0	0	354	0	0	
10410000	Climate Change 2007/08	350	9	0	0	359	350	0	0	0	350	(9)	(9)	
11135000	Various Properties - Reducing Energy	0	1,044	1,200	0	2,244	0	100	400	1,744	2,244	(944)	0	Various energy projects which it was previously hoped would begin early in 2014/15 are now recognised as unlikely to begin until at least towards the tail end of the financial year.
11136000	Various Properties - Renewable Energy	75	1,677	1,750	1,898	5,400	75	500	500	4,324	5,400	(1,177)	(0)	Various energy projects which it was previously hoped would begin early in 2014/15 are now recognised as unlikely to begin until at least towards the tail end of the financial year.
11159000	Wark Saltisford Office Park - Pv Micro Genetrn Syst	112	2	0	0	114	112	2	0	0	114	0	0	

L Physical Assets

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	10	240	0	0	250	10	340	0	0	350	100	100	100k moved from 11141000 to Cover Extra work needed on Building Foundations and Associated Work due to problems found by Topographic Survey. Funding from Capital Receipt as agreed in Cabinet Report dated 13th December 2012 item 15 sub section 5 now is expected to be received in financial year 2015/16
11140000	Rural Services Capital Maintenance 2013/14	254	10	0	0	264	254	11	0	0	265	1	1	
11141000	Rural Services Capital Maintenance 2014/15	0	814	0	0	814	0	713	0	0	713	(101)	(101)	100k moved to 11139009 to Cover Extra work needed on Building Foundations and Associated Work due to problems found by Topographic Survey.
11228000	Rural Services Capital Maintenance 2015/16	0	0	789	0	789	0	0	789	0	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	
		35,786	16,943	10,435	16,868	80,032	35,786	15,832	9,008	21,038	81,664	(1,111)	1,632	

2013/14 to 2014/15 Savings Plan (Savings that slipped into 2014/15)

Reference	Savings Proposal Title	2013/14		2014/15			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
	Savings delivered in 2011/12 and 2012/13	2,030	2,030	2,030	2,030	2,030	
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	2,286	
	Total	3,637	3,637	4,421	3,637	4,321	
	Target		3,637		4,421	4,421	
	Remaining Shortfall/(Over Achievement)		0		784	100	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/PA-A	Reduce feasibility budgets	68	68	68	68	68	68	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings)	210	0	210	250	0	250	£210k saving for 2014/15 is subject to Cabinet approval on 18th September 2014 for the disposal of care homes
OOP/PA-C	Introduce a charge to staff for the use of WCC owned car parking facilities in the central Warwick area covering Barrack Street Car park, Cape Road Car Park and Saltisford Car Park.	10	0	10	50	0	50	Scheme proposals are at the planning stage, but savings remain on track to be delivered.
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	8	8	8	14	8	14	
OOP/PA-E	Develop a new 'Catering Traded Service to Schools' offer potentially combining services with Solihull and Coventry to reduce management overheads within the service.	15	0	15	47	0	47	Sub-regional proposals have been replaced by more deliverable internal efficiencies and reduction in costs
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	5	0	5	11	0	11	Universal Infant School Meals should deliver this additional income
OOP/PA-G	Redesigning of the planning function to ensure service efficiencies including the reduction of posts	60	60	60	60	60	60	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	15	15	15	35	15	35	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	15	15	15	45	15	45	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	0	0	0	75	0	75	
OOP/PA-L	Deliver a 2 nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	0	0	0	350	0	350	PRP2 programme in place for launch from April 2015.
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	0	0	0	37	0	37	
Total		406	166	406	1,042	166	1,042	
Target			406	406		1,042	1,042	
Remaining Shortfall/(Over Achievement)			240	0		876	0	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£406k	£406k	●	£166k	
The property rationalisation programme is delivered on time and within budget	£800K	£800K	★	£784K	
Digital mailroom is delivered on time and to budget	achieved	delayed	●	1 milestone missed	
The capital programme is delivered on time and to budget (EDU & CORP)	100%	100%	★	20% committed	20% budget committed - ongoing difficulty with programming non school maintenance works due to size of sensitive property list.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Performance & Planning	768	45	813	722	(91)	Higher than anticipated one off income generated in year
Observatory	396	10	406	411	5	
Service Improvement and Change Management Admin	167	0	167	89	(78)	Partial year staff vacancies .
Development and Support	719	0	719	1,015	296	Expenditure on transformation projects which will be funded from the Resources Group transformation reserve.
Commercial Enterprise	45	0	45	219	174	Transformational activity in WES will be funded from the Resources Group transformation reserve.
Traded Services - Education	(6)	0	(6)	(2)	4	
Net Service Spending	2,089	55	2,144	2,454	310	


2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to Reserves £'000	Reason for Request
Savings	0	0	(310)	(310)		
Total	0	0	(310)	(310)	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/SICM-A	Cessation of the Transformation through Strategic Commissioning Programme with arrangements to 'mainstream' activity associated with the programme within Services. This will include a reduction in posts.	247	247	247	247	247	247	
OOP/SICM-B	Cessation of the WCC support to the Sub-regional Programme Office with the potential closure of the Programme Office which will include a reduction in posts. There will be a need for a dialogue with Sub-regional partners regarding the impact of this decision.	0	0	0	68	0	68	
OOP/SICM-C	The business support function for Resources will be remodelled. This proposal will deliver savings in consumables as well as reduction in posts.	0	0	0	50	50	50	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	0	0	0	25	0	25	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	0	0	0	40	0	40	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	0	0	0	60	0	60	
OOP/SICM-G	Increase income generation activities	0	0	0	40	0	40	
	Total	247	247	247	530	297	530	
	Target		247	247		530	530	
	Remaining Shortfall/(Over Achievement)		0	0		233	0	

Key Group Business Performance Information for SICM April 2014 to June 2014

Measure	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Agreed financial savings are met	£247k	£247k		£247k	

Economic Growth - 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)****2014/15 Revenue Budget**

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Economic Growth Management	297	22	319	258	(61)	£58k to be used to fund Infrastructure Group which sits in Regeneration Projects.
Waste Management	18,232	378	18,610	18,358	(252)	Reduced landfill costs offset by increased green waste composting. Partial early delivery of savings.
HS2	410		410	160	(250)	Very reactive budget, based on what we know at the time. Could change significantly therefore requesting approval to set up a reserve to manage this volatile expenditure.
Regeneration Projects & Funding	819		819	807	(12)	
Going for Growth	79	61	140	37	(103)	Already agreed by G4G board that this project to be re-profiled and a reserve established
LEP Delivery Team	1,574	2,235	3,809	1,517	(2,292)	Re-profile of Skills Delivery settlement of £2.0m over 4 years as agreed by Cabinet. Rural Growth Network re-profiled. Underspend to be put into reserves so available to meet this revised profile.
Asset Management	(413)	20	(393)	(477)	(84)	Increased rental income. We will need to move some funds into the Business Centres Building Maintenance reserve during the year but we would generally wait until the annual income forecasts were more secure.
Planning & Development Group	326	6	332	307	(25)	
Communities Resources	375	(35)	340	309	(31)	
Flood Management	603	287	890	890	0	There will be an underspend on this budget due to the profiling of the Flood Alleviation money (£1.1m over 4 years). This will be better known at Quarter 2 when the tendering exercise has taken place, and the intention is to move some budget into reserves at this stage.
Archaeology and Ecology Advice	70		70	92	22	Up to £15k will be taken from Ecology & Archaeological Information and Advice reserve to cover Fixed Term Historic Environment officer as agreed. Remaining £7k will be managed to zero through monthly forecasting.
Net Service Spending	22,372	2,974	25,346	22,258	(3,088)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Business Centres including Building Maintenance Liabilities	343	0	0	343	(12)	Increased security measures at Sir Frank Whittle Business Centre following a break in.
Development Group Realignment	134	0	0	134		
Economic Growth Service Savings	0	0	502	502		
S38 Developer Funding	500	0	0	500		
European Match Funding Reserve	200	0	0	200		
Flood Management Reserve	200	0	0	200		
Ecology & Archaeological Information and Advice	0	60	0	60	60	£55k Archaeological Information and Advice, £5K Ecology
Infrastructure Group Reserve	0	0	58	58	58	To establish a funding stream for Infrastructure Group
G4G Apprenticeship Hub	0	0	103	103	103	Already agreed by G4G board that this project to be re-profiled and a reserve established
Skills Delivery for Economic Growth	0	0	400	400	400	Re-profile of Skills Delivery settlement of £2.0m over 4 years as agreed.
Rural Growth Network	0	0	1,775	1,775	1,775	Call off of funds is dependant upon projects therefore funding will be held in an earmarked reserve until needed. Funding cannot be used for anything else.
HS2 Phase 2	0		250	250	250	Phase 2 will be announced during the Summer
Total	1,377	60	3,088	4,525	2,634	











2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Economic Development														
10086000	Optima Centre, Nuneaton	7,656	41	0	0	7,697	7,656	41	0	0	7,697	0	0	
10154000	Centenary Business Centre Phase 3	(16)	15	0	0	(0)	(16)	15	0	0	(0)	0	0	
10202000	Master planning & Feasibility Small Scale Imps	0	80	0	0	80	0	80	0	0	80	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	54	0	0	640	586	54	0	0	640	0	0	
11208000	Rural Growth Network	130	507	0	0	637	130	507	0	0	637	0	0	This figure for 2014/15 will be adjusted at Quarter 2 as split between capital and revenue will alter.
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	554	589	0	0	1,143	554	200	389	0	1,143	(389)	0	Slippage of £389k due to the discovery of a design fault which has delayed progress.
10350000	In-Vessel Composting Units For Schools	37	28	0	0	65	37	28	0	0	65	0	0	
10381000	Waste Capital Infrastructure Grant	304	17	0	0	321	304	17	0	0	321	0	0	
10454000	Lower House Farm Waste Facility	5,535	200	0	0	5,735	5,535	200	0	0	5,735	0	0	
11118000	HWRC Maintenance 2013/14	69	2	0	0	71	69	2	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	71	0	0	71	0	71	0	0	71	0	0	
11217000	HWRC Maintenance 2015/16	0	0	71	0	71	0	0	71	0	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	
		14,855	1,605	71	142	16,673	14,855	1,216	460	142	16,673	(389)	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/EG-A	Changing from a permit scheme to voucher scheme for vans to be able to deposit household waste and making a charge for the administration of the scheme	5	5	5	16	5	16	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste	357	357	357	643	357	643	
OOP/EG-C	Maximising the use of the income charged for the adoption of roads	50	50	50	50	50	50	
OOP/EG-D	Review the Economic Development function with a view to reduce investment in some areas	15	15	15	15	15	15	
OOP/LCS - F	Communities Group Resources - Service reductions based on the priorities of Communities Group Business Units with a focus on more joined up delivery of our internal services with other groups.	298	298	298	323	298	323	
OOP/EG-E	Review of the contractual arrangements with a view to increasing the income received from the 4 large Household Waste Recycling Centre shops that are leased out to charities	0	0	0	60	0	60	
OOP/EG-F	Review the regeneration function with a view to reduce activity and increase income, including reviewing our commitment to Pride in Camp Hill and the Opportunities Centre	0	0	0	119	0	119	
OOP/EG-G	Reducing waste and increase recycling across the County	0	0	0	61	0	61	
Total		725	725	725	1,287	725	1,287	
Target			725	725		1,287	1,287	
Remaining Shortfall/(Over Achievement)			0	0		562	0	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
Gap between best and worst wards in terms of unemployment rate (gap=%)	n/a	8%	8%		5.60%	Data release as at June 2014.
Reduce the gap in productivity (GVA per job) with UK average (% below UK prod)	11%	10%	10%		-	Update due later in the year from Cambridge Econometrics.
% of businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business	n/a	Baseline to be estimated	60.70%	n/a	60.70%	Annual indicator.
Number employed in key target growth sectors in Warwickshire	99,400 (12/13)	71,900	71,516		71,516	This is an annual indicator reported 1 year in arrears. The data set has been changed by Government hence the significant reduction in numbers employed. Data released July 2014 for 2013.
% of Major Highway Authority applications which were responded to within target of 21 days	61.00%	70%	70%		62.00%	77 major applications were received in quarter 1, 48 of which were responded to in 21 days.
% of Minor Highway Authority applications which were responded to within target of 21 days	80%	90%	90%		74%	536 minor applications were received in quarter 1, 399 of which were responded to in 21 days.
% of all planning applications processed within target 15% tolerance	62.10%	70%	70%		100%	9 applications were determined within quarter 1, all within time.
% of Pathfinder communities who feel better prepared for and protected from flooding	n/a	50%	50%		n/a	This will be measured at the end of the year through the evaluation process which is part of the project. However, informal feedback from individuals at this stage suggests that we are on target for the year end.
Number of planning applications responded to and the percentage of planning application responses delivered within the times identified in Service Level Agreements	8,644	n/a	-	n/a	1,450	
	85%	90%	90%		92%	This data relates to Ecology only. The Archaeology service is currently re-designing their database and information will be available from quarter 2.
Kgs of residual household waste per household	497kg	460kg	497kg		136kg	
% household waste re-used, recycled and composted	53.20%	54.00%	54.00%		59.17%	We have seen a large increase in green waste in Q1, but this is expected to settle down in remaining quarters.

Localities and Community Safety - Phil Evans
Strategic Director - Monica Fogarty
Portfolio Holders - Councillor Caborn (Community Safety) & Councillor Clarke (Environment)

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Priority Families	(108)	392	284	57	(227)	Unspent reward funding from DCLG, which will, subject to confirmation, be transferred to reserve to support Phase 2 of programme.
Community Safety	419	12	431	403	(28)	
Domestic Abuse	246	3	249	250	1	
Drug and Alcohol Action Team	426	201	627	614	(13)	
Heritage and Culture Warwickshire	1,086	12	1,098	1,083	(15)	
Archaeology Projects (Non WES - Traded Service)	(2)	0	(2)	0	2	
Heritage Education (WES - Traded Service)	0	0	0	0	0	
Rural Services	185	(1)	184	184	0	
Country Parks	170	51	221	224	3	
Forestry	162	0	162	162	0	
Gypsy & Traveller Services	(12)	(36)	(48)	(48)	0	
Localities & Community Safety Management	281	36	317	281	(36)	
Localities & Partnerships	2,236	90	2,326	2,324	(2)	
Emergency Management	161	5	166	166	0	
Trading Standards	1,322	97	1,419	1,373	(46)	
Youth Justice Service	1,336	30	1,366	1,367	1	
Net Service Spending	7,908	892	8,800	8,440	(360)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
DAAT Reserves	284	0	13	297		
Museum Development Fund	232	0	0	232		
Museum Ethnographic Fund	18	0	0	18		
Records Purchase Fund	19	0	0	19		
Records Donations Fund	57	0	0	57		
Savings	303	(75)	98	326		
Family Intervention Project	319	0	0	319		
Trading Standards	65	0	24	89		
Proceeds of Crime	23	0	0	23		
Community Safety Statutory Reviews	91	0	0	91		
Secure Remand Reserve	260	0	0	260		
Priority Families Reserve	973	(327)	227	873		
Heritage and Culture Services - Our Warwickshire	75	0	0	75		
Archaeology Projects	0	15	(2)	13		
Total	2,719	(387)	360	2,692	0	









2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Localities & Community Safety														
10623000	County Records Office Service - Digital Asset Management	47	3	0	0	50	47	3	0	0	50	0	0	
10937000	St. Johns - outdoor spaces - improve. cust. exp.	33	18	0	0	51	33	18	0	0	51	0	0	
11185000	George Eliot Hospital SARC	397	3	0	0	400	397	3	0	0	400	0	0	
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	0	27	0	100	73	0	27	0	100	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	563	26	0	0	589	563	26	0	0	589	0	0	
11023000	Countryside Maintenance - Base Programme 2013/14	91	123	0	0	214	91	123	0	0	214	0	0	
11120000	Countryside Rural Services Capital Maintenance 2014/15	0	122	0	0	122	0	122	0	0	122	0	0	
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	0	122	0	122	0	0	122	0	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	
		1,203	296	149	244	1,892	1,203	296	149	244	1,892	0	0	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/LCS-A	Trading Standards Service - Service reductions in consumer protection and business support. These reductions will be mitigated by the development of an intelligence model to help effectiveness and prioritisation. We will develop calibration services to increase income and explore the development of shared service arrangements	35	35	35	104	35	104	
OOP/LCS-B	Warwickshire Youth Justice Service - There will be no service reductions in our support to young people in the criminal justice system. There will be a reorganisation of the service in consultation with our key criminal justice partners	100	100	100	150	100	150	
OOP/LCS-C	Community Safety and Substance Misuse - A reduction in the community safety services that target the reduction of crime in communities and in services working with the victims of domestic abuse and those that are addicted to and abuse drugs and alcohol. To mitigate the reduction in these budgets we will develop an intelligence led model to help prioritisation and effectiveness. We will also develop our service delivery and commissioning approach with partners	40	40	40	220	40	220	
OOP/LCS-D & EG I	Heritage and Culture Warwickshire - There will be large service reductions in some heritage & culture services. We will explore the development of a changed governance model, potentially charitable trust status and will focus on increasing volunteering and commercial viability.	65	65	65	217	65	217	
OOP/LCS-E	Localities and Partnerships - There will be a reduction in the support to communities and community organisations. We will refocus the remaining resource on developing sustainable solutions to enable communities to maximise their influence and control over local services.	0	0	0	200	200	200	
	Total	240	240	240	891	440	891	
	Target		240	240		891	891	
	Remaining Shortfall/(Over Achievement)		0	0		451	0	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
No of Violence Against the Person & Sexual Offences	4,709	4,708	4,788		1,199	Recording Category has been changed on guidance issued by the Police. Violent crime monitored on a daily basis, and appropriate partnership interventions put in place to tackle spikes and emerging issues.
No of ASB incidents	19,920	19,919	19,285		5,239	
Total % of drug and alcohol users successfully completing structured treatment (0% tolerance)	26%	Performance based on local area groupings – aim for upper quartile.	-	-	-	Q1 figures are usually published in August, however we have been advised by Public Health England that there will be a delay this year in order to accommodate the recently refreshed Glasgow prevalence estimates and subsequent changes to definitions re types of drug use. At this stage there is no guarantee that the measures previously reported will still be relevant for 2014-15.
% of re-presentations for drug and alcohol use (0% tolerance)	11.80%		-	-	-	
No of Domestic Burglary Offences	1,795	1,794	1,129		277	Burglary performance and spikes monitored on a daily basis. Significant year to date reduction, with good partnership links and strong offender management arrangements in place.
Rate of proven re-offending by young offenders	0.57	0.69	0.56		0.54	July 11 - June 12 cohort (latest period).
% of targeted formal enforcement actions which are successful	n/a	85%	85%		100%	
% of business satisfaction levels with Trading Standards	85%	85%	85%		100%	April figures only. This survey is completed monthly; surveys are sent to businesses post-service and to allow for sufficient time for responses data is reported 2 months in arrears.
Total number of individuals taking part in engagement activities delivered across the County	21,102	16,000	16,000		7,922	
Total value of volunteer hours recorded (£) (annual measure)	£2m	£2.1m	£2.1m		£369,000	
% of customers satisfied with voluntary sector support services	n/a	Baseline to be est	-	-	100%	Data taken from Q1 WCAVA SLA monitoring information.
% of residents happy with Warwickshire as a place to live	88.90%	85%	-	-	-	This is an annual indicator and will be measured later in the year.
% of families allocated to Priority Families funded Family Support workers who successfully complete the programme	n/a	90%	-	-	-	Information will not available until Q3.
Country Parks visitor numbers	841,407	805,000	805,000	-	-	Not reported quarterly due to permit sales.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Transport & Highways Management	713	64	777	777	0	
Road Safety and Traffic Projects	333	116	449	324	(125)	Additional income from speed awareness courses £114k and 'what's driving you?' courses £15k.
Minibus Driver Training (WES Traded Service)	(1)	(1)	(2)	(5)	(3)	
Minibus Driver Training (Non WES Traded Service)	(1)	(6)	(7)	(5)	2	
Transport Planning	900	116	1,016	1,002	(14)	
Civil Parking Enforcement	(744)	32	(712)	(712)	0	
Stratford Parkway and Park & Ride	175	0	175	175	0	
Network Performance	(84)	185	101	101	0	
County Highways	14,494	1,680	16,174	16,174	0	
Countryside Access	299	0	299	299	0	
Design Services (Traded Service)	(433)	0	(433)	(433)	0	
Design Services General Functions	191	0	191	191	0	
Traffic Signals	539	(250)	289	289	0	
Bridge Maintenance	306	310	616	616	0	
County Fleet Management and Maintenance (WES Traded Service)	(8)	0	(8)	(8)	0	
County Fleet Management and Maintenance (Non WES Traded Service)	(388)	65	(323)	(323)	0	
Transport Operations	2,137	43	2,180	2,180	0	
Concessionary Travel	7,448	40	7,488	7,488	0	
Net Service Spending	25,876	2,394	28,270	28,130	(140)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Speed Workshops	1,759	0	114	1,873		
Kenilworth Station	188	0	0	188		
County Fleet Maintenance Reserve	175	0	0	175		
Design Services Reserve	271	0	0	271		
Savings	0	0	26	26		
Total	2,393	0	140	2,533	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Major Projects														
10144000	A429 Barford By-Pass	10,801	75	0	0	10,876	10,801	75	0	0	10,876	0	0	
10203000	Rugby Western Relief Road	58,640	700	1,111	45	60,496	58,640	700	1,111	45	60,496	0	(0)	
10362000	Kenilworth Station	2,879	1,709	638	0	5,226	2,879	2,594	2,548	4,100	12,121	885	6,895	The budget for this project has previously been limited to Warwickshire County Council's contribution, pending external funding approvals. This increase reflects the inclusion of the full scheme budget, including external funding from the New Stations Fund, and Local Growth Fund funding previously committed to the project by the Local Transport Board. Approval will be sought from Council on the 25th September for this addition to the capital programme.
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,394	185	0	0	5,579	5,394	185	0	0	5,579	0	0	
10981000	NUCKLE	1,145	1,612	0	0	2,757	1,145	745	867	0	2,757	(867)	0	
11221000	M40 Junction 12	1,530	5,070	2200	0	8,800	1,530	5,070	2,200	0	8,800	0	0	
11272000	Rugby Gyratory Improvements	11	1,428	461	0	1,900	11	1,428	65	0	1,504	0	(396)	Virements approved by Portfolio Holder 25/07/14
Structural Maintenance of Roads														
10460000	Hwys Maint/Road Safety 2012/13 N Warks Area Com	330	132	0	0	462	330	132	0	0	462	0	0	
10461000	Hwys Maint/Road Safety 2012/13 Warwick Area Com	431	27	0	0	458	431	27	0	0	458	0	0	
10470000	Hwys Maint/Road Safety 2012/13 Stratford Area Com	336	124	0	0	461	336	124	0	0	461	0	0	
10478000	Hwys Maint/Road Safety 2013/14 Nun & Bed Area Com	252	148	0	0	400	252	148	0	0	400	0	0	
10479000	Hwys Maint/Road Safety 2013/14 Warwick Area Com	253	147	0	0	400	253	147	0	0	400	0	0	
10480000	Hwys Maint/Road Safety 2012/13 Rugby Area Com	380	48	0	0	428	380	48	0	0	428	0	0	
10482000	Hwys Maint/Road Safety 2013/14 N Warks Area Com	205	195	0	0	400	205	195	0	0	400	0	0	
10489000	Hwys Maint/Road Safety 2012/13 Nun & Bed Area Com	370	76	0	0	446	370	76	0	0	446	0	0	
10490000	Hwys Maint/Road Safety 2013/14 Stratford Area Com	324	150	0	0	474	324	150	0	0	474	0	0	
10491000	Hwys Maint/Road Safety 2013/14 Rugby Area Com	418	138	0	0	556	418	138	0	0	556	0	0	
11274000	North Warwickshire Area Committee	0	575	0	0	575	0	575	0	0	575	0	0	
11275000	Nuneaton and Bedworth Area Committee	0	473	0	0	473	0	473	0	0	473	0	0	
11276000	Rugby Area Committee	0	455	0	0	455	0	455	0	0	455	0	0	
11277000	Stratford Area Committee	0	391	0	0	391	0	391	0	0	391	0	0	
11278000	Warwick Area Committee	0	520	0	0	520	0	520	0	0	520	(0)	(0)	
11018000	Highways Structural Maintenance 2013/14	14,852	33	0	0	14,885	14,852	33	0	0	14,885	0	0	
11060000	Renewal Of Vehicle Activated Signs	9	11	0	0	20	9	11	0	0	20	0	0	
11129000	Highways Maintenance 2014/15	0	15,182	0	0	15,182	0	15,182	0	0	15,182	0	0	
11191000	Earlswood Crossroads realignment of a junction	69	51	0	0	120	69	51	0	0	120	0	0	
11219000	Highways Structural Maintenance 2015/16	0	0	15,000	0	15,000	0	0	15,000	0	15,000	0	0	
11309000	Traffic Signals 2014/15	0	250	0	0	250	0	250	0	0	250	0	0	
Structural Maintenance of Bridges														
10421000	Portobello Bridge	499	8	43	1,510	2,060	499	8	43	1,510	2,060	0	0	
11241000	Minor Bridge Maintenance Schemes 2013/2014	31	73	0	0	104	31	73	0	0	104	0	0	
11308000	Minor Bridge Maintenance schemes 2014/2015	0	1,350	0	0	1,350	0	1,350	0	0	1,350	0	0	

P Transport






Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Integrated Transport														
10192000	Safety Camera Funded Schemes	1,270	103	100	0	1,474	1,270	103	100	0	1,474	0	0	
10198000	Minor Casualty Reduction Schemes 2007/08	38	6	0	0	44	38	6	0	0	44	(0)	(0)	
10294000	Minor Imps To Public & Community Transport 2008/09	0	7	0	0	7	0	7	0	0	7	0	0	
10324000	Lawford Road Cycle Route	171	284	0	0	456	171	304	0	0	476	20	20	Increase financed by Sustrans.
10335000	Variable Message Signs For Car Parking In Rugby	0	2	0	0	2	0	0	0	0	0	(2)	(2)	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	0	132	132	0	0	0	132	132	0	0	
10434000	North West Warwick Cycle Scheme	715	45	0	0	760	715	45	0	0	760	0	0	
10459000	Casualty Reduction Schemes 2010/11	87	17	0	0	104	87	17	0	0	104	(0)	(0)	
10540000	Nuneaton, Queens Road Phase 1	65	0	28	0	93	65	0	28	0	93	0	(0)	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0	
10978000	Safety Engineering Schemes under £100,000	51	12	0	0	63	51	12	0	0	63	0	0	
10980000	M40 Junction 14	1,851	150	0	0	2,001	1,851	652	0	0	2,502	502	502	Phase 2 was approved by Portfolio Holder on July 25th 2014.
11100000	Footbridge at Stratford Town Station	761	808	0	0	1,569	761	943	0	0	1,704	135	135	Approved additional £135,375 from Portfolio Holder Decision Session on 25th July 2014
11126000	Casualty Reduction Schemes 2012/13	179	51	0	0	231	179	51	0	0	231	0	0	
11127000	Casualty Reduction Schemes 2013/14	47	303	0	0	350	47	303	0	0	350	0	0	
11128000	Casualty Reduction Schemes 2014/15	0	350	0	0	350	0	350	0	0	350	0	0	
11192000	Access to Stations - Warwick	3	70	0	0	73	3	95	0	0	98	25	25	Transfer of grant from Bus Interchange (11244000) of £25,000
11193000	Access to Stations - Leamington	159	20	0	0	179	159	36	0	0	195	16	16	Increase financed by Sustrans.
11244000	Leamington Bus / Rail Interchange	112	(12)	0	0	100	112	(41)	0	0	71	(29)	(29)	
11325000	Stratford Town Station Upgrade	0	0	0	0	0	0	100	160	0	260	100	260	Approved by Portfolio Holder 25th July 2014
11280000	Safer routes to schools and 20mph school safety zones 14/15	0	750	0	0	750	0	750	0	0	750	0	0	
11281000	Safer routes to schools and 20mph school safety zones 15/16	0	0	1000	0	1,000	0	0	1,000	0	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														
10257000	South west Warwickshire Fisher Brook Flood Alleviation	867	110	0	0	977	867	110	0	0	977	0	0	
10382000	Warwick Town Centre Traffic Management	962	19	0	0	981	962	19	0	0	981	0	0	
10431000	A428 Coventry Rd/Bilton Lane Junction- Signalisation	18	93	0	0	111	18	93	0	0	111	0	0	
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	7	363	0		370	7	363	0	0	370	0	0	
11079000	Former Cattle Market Site in Stratford	1,068	204	0	0	1,271	1,068	204	0	0	1,271	0	0	
11094000	Back Lane Long Lawford	347	(50)	0	0	297	347	(50)	0	0	297	0	0	
11195000	Minor Developer Funded Schemes 2014/15	0	250	0	0	250	0	250	0	0	250	0	0	
11196000	Minor Developer Funded Schemes 2015/16	0	0	250	0	250	0	0	250	0	250	0	0	
11197000	Ford Foundry - Highway Improvement Works	4,689	30	0	0	4,719	4,689	30	0	0	4,719	0	0	
11243000	Coventry Road/Back Lane (Long Lawford) Footway Improvements and Puffin Crossing	102	93	0	0	195	102	93	0	0	195	0	0	
11305000	New Roundabout on the A444 Weddington Road Nuneaton	0	550	0	0	550	0	550	0	0	550	0	0	

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	0	390	0	0	390	0	390	0	0	390	0	0	
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	0	110	0	0	110	0	110	0	0	110	0	0	
11326000	Elliot's Field Retail Park	0	0	0	0	0	0	420	0	0	420	420	420	Approved by Portfolio Holder July 25th 2014
11327000	B4113 Gipsy Lane Junction	0	0	0	0	0	0	200	0	0	200	200	200	Approved by Portfolio Holder 25th July 2014
11328000	New Roundabout Southam Road Kineton	0	0	0	0	0	0	310	0	0	310	310	310	Agreed by Portfolio Holder 25th July 2014
11329000	Southam Town Centre Enhancements	0	0	0	0	0	0	350	0	0	350	350	350	Agreed by Portfolio Holder 20th June 2014
Community Safety, Public Transport and Other														
10021000	Passenger Information Projects	0	45	0	0	45	0	45	0	0	45	0	0	
11125000	Street Lighting Column Replacement 2014/2015	0	1,230	0	0	1,230	0	1,230	0	0	1,230	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	0	510	0	510	0	0	510	0	510	0	0	
11279000	Pump Priming allocation for LED street lighting	0	1,000	0	0	1,000	0	1,000	0	0	1,000	0	0	
		112,745	39,140	21,341	2,437	175,663	112,745	41,205	23,881	6,537	184,369	2,066	8,706	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/TH-A	Increased rejection of highway claims made by the general public	100	0	0	100	0	0	Awaiting confirmation of 2014/15 charges before being able to make an accurate forecast
OOP/TH-B	Implement targeted marketing to secure more design work to generate an increased surplus	30	30	30	30	30	30	
OOP/TH-C	Cease to fund any bridge maintenance from revenue. Any bridge maintenance would be funded from capital in the future.	450	450	450	450	450	450	
OOP/TH-D	Reduce level of traffic signal maintenance	150	150	150	150	150	150	
OOP/TH-E	Charge customers for all professional advice, for example professional engineering advice	50	50	50	50	50	50	
OOP/TH-F	Funding from Speed Awareness / Driver training is expected to generate sufficient income to fund safety cameras without any additional WCC subsidy	250	250	250	320	250	320	
OOP/TH-G	Work to meet concerns raised by the public about perceived road safety issues will not be carried out unless it qualifies for capital funding. Work no longer to be funded from revenue	104	104	104	104	104	104	
OOP/TH-H	More efficient management of county fleet	40	40	40	40	40	40	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges	0	0	0	520	0	520	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made	0	0	0	300	0	400	
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing	0	0	0	121	0	98	The saving will largely be achieved in 2015/16, however the profile of expected increases in income from the station car park means that the full saving is likely to be achieved in 2017/18.
Total		1,174	1,074	1,074	2,185	1,074	2,162	
Target			1,174	1,174		2,185	2,185	
Remaining Shortfall/(Over Achievement)			100	100		1,111	23	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
WCC cost per passenger journey on County Council supported services	£0.76	£0.74	£0.79		£0.79	No of journeys falling, generally outside of WCC control, although the network of supported services has reduced.
Level of subsidy per head of population in Warwickshire	£3.78	n/a	£3.82	-	£3.82	On target.
Percentage take up of concessionary passes by those eligible	73%	73.00%	73.00%		73.00%	On target.
Delivery of the annual Capital Programme for Transport	91.60%	100%	100%		n/a	
Number of people killed or seriously injured (KSI) - on our roads	288	283	311		74	This indicator is measured and reported alongside the Calendar Year. The Q1 figure is for the period January to March 2014 and is provisional. The Q1 KSI figure is the highest since 2008 and three higher than 2014 when the year end figure was 299. The Q2 actual for the period April to June is 73, this is also provisional. Warwickshire's Q2 figures are the third lowest recorded during the period and 2 fewer than 2013. The year end estimate is the provisional figure for the year ending 30 June 2014.
Length of highway network where surface treatment was achieved	277km	250km	250km		49.83km	
Length of highway network where maintenance is needed	583.5km	n/a	n/a	-	n/a	This is an annual indicator. The 2014/15 year end actual will be based on data collated from 1st April 2011 - 31st March 2015 and reported in May 2015.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Public Health Leadership Management	2,602	(726)	1,876	1,876	0	
Health Improvement	15267	(32)	15,235	14,935	(300)	Underspend against the contingency held to meet volatile demand pressures, particularly in Sexual Health, based on demand in the first quarter
Health Protection	133	367	500	500	0	
Population Health	32	98	130	130	0	
Wider Determinants	4209	293	4,502	4,502	0	
Improving Access to Psychological Therapy	0		0		0	
Public Health Projects Invest to Save	0		0		0	
Health and Wellbeing Board	0		0		0	
Making Every Contact Count	0		0		0	
Independent NHS Complaints Advocacy (ICAS)	0		0		0	
Independent Mental Health Advocacy	0		0		0	
Healthwatch	0		0		0	
Net Service Spending	22,243	0	22,243	21,943	(300)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Savings	1,746	0	300	2,046	0	
Total	1,746	0	300	2,046	0	

Performance Information April 2014 to June 2014

Measure	2013/14 Actual	2014/15 Target	Year End Forecast 31/03/2015	Year End Alert	Q1 2014/15	Comments
% of Strategic Review programme (SRP) savings re-invested in new programme priorities	n/a	10%	-	n/a	-	No savings reinvested to date.
MECC embedded into all WCC contracts	n/a	100%	100%		-	All PH contracts contain MECC measures as standard. Impact of measures to be collected and reported from Q2.
% uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBOM)	n/a	Baseline to be established	-	-	-	Reported from Q2 reliant on Q1 data. New target.
Number of people with dementia accessing post diagnosis wellbeing support	n/a	Baseline to be established	-	n/a	-	New service commences in year. Measure reported from Q3.
% of children aged 11 who are obese	16.3% (12/13) Awaiting (13/14)	17%	17%		-	Moderated increase. Target is to stem the national/expected local increase. National Child Measurement programme (NCMP) data available end of August 2014.
% of Breastfeeding initiated	72.00%	74%	74%		72.00%	Q1 refreshed data received 25th July 14.
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence)	44.00%	50%	50%		45%	Q1 refreshed data received 25th July 14.
Numbers of referrals and completion (Increase in physical activity levels, specifically targeting inactive, vulnerable, at risk/ high inequalities wards through commissioned services)	247	350	350		42	New service measure. Exercise on referral rates and completers of 12 week programme. By Q2 full picture of Q1 will be available but data to date provided.
% of women smoking in pregnancy (from 'Smoking as the time of delivery' data) - South Warwickshire CCG	7.26%	To reduce on previous year	7.25%		7.90%	Q1 data is provisional.
% of women smoking in pregnancy (from 'Smoking as the time of delivery' data) - Warwickshire North CCG	17.34%	To reduce on previous year	17.33%		12.82%	Q1 data is provisional.
% of women smoking in pregnancy (from 'Smoking as the time of delivery' data) - Coventry Rugby CCG	12.96%	To reduce on previous year	12.95%		10.92%	Q1 data is provisional.
Increased number of people stopping smoking (4 week quit data)	2,730	1% increase on previous year outturn = 2757	2,757		307	Data is 8 weeks behind due to method of collection and recording. Also seasonal effect applies (higher number of quits in 4th quarter). Data as at the end of April.
All districts and boroughs adopt Supplementary Planning Guidance to champion Health Impact assessments (2015) (KBOM) (target yes/no)	n/a	Completed by March 2015	Yes		-	
Teenage conception rate per1,000 population	24.30	23.10	23.10		23.70	Trend tends to be measured over 18 months to be reliable. Quarter figures are not indicative. We propose reviewing this on an annual basis.
Prioritisation of need agreed with the HWBB (target yes / no)	Yes	Jul-14	Yes		Yes	A set of priority areas for the next iteration of the Joint Strategic Needs Assessment were debated and discussed at a stakeholder prioritisation event in June. The recommended priorities were then formally agreed by John Linnane and Wendy Fabbro at a meeting on 16th July.

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

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Operational Response	11,903	13	11,916	11,874	(42)	This underspend is primarily against operational personnel due to savings made as a result of strike action.
Prevention and Protection	903	8	911	889	(22)	The Service has adopted a targeted approach to the delivery of Home Fire Safety Checks and this will impact upon the number of smoke detectors purchased.
Strategy & Planning	100	1,354	1,454	1,007	(447)	This variance includes the underspend against the Fire Control Project of £475K. The Service made a decision to draw upon all of the grant reserves for 2014/15. However it is likely that the project will continue into 2015/16 so any unspent grant will be carried forward or transferred back into reserves as the year progresses.
Operational Risk	3,599	58	3,657	3,642	(15)	This underspend is primarily due to an anticipated reduction in vehicle repairs and maintenance.
Organisational Risk	241	(156)	85	84	(1)	
Service Support	2,590	545	3,135	3,043	(92)	Firefighters pensions - low levels of ill health retirements.
Net Service Spending	19,336	1,822	21,158	20,539	(619)	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of)/ Transfer to £'000	Reason for Request
Pensions Reserve	966	0	75	1,041		
Fire Control Project	0	0	475	475		
Service Savings Reserve	0	0	69	69		
Total	966	0	619	1,585	0	

2014/15 to 2017/18 Capital Programme

Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Earlier Years	2014/15 £ 000's	2015/16 £ 000's	2016/17 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11151000	Fire Capital Grant - Equipment for Fire Appliances	90	117	0	0	207	90	117	0	0	207	0	0	
Sub Total - Projects Funded From Fire Capital Grant		90	117	0	0	207	90	117	0	0	207	0	0	
11152000	Vehicle Replacement Programme 2014/15	0	722	0	0	722	0	722	0	0	722	0	0	
11223000	Vehicle Replacement Programme 2015/16	0	0	722	0	722	0	0	722	0	722	0	0	
Sub Total - F&R Self Financing Projects		0	722	722	0	1,444	0	722	722	0	1,444	0	0	
11048000	Equipment for New Fire Appliances 2013/14	81	39	0	0	120	81	39	0	0	120	0	0	
11153000	Equipment for new Fire Appliances 2014/15	0	120	0	0	120	0	120	0	0	120	0	0	
11229000	New Fire & Rescue Centre Leamington Spa	181	6,514	3,228	2,032	11,955	181	6,514	3,228	2,032	11,955	0	0	
11298000	Equipment for new Fire Appliances 2015/16	0	0	120	-	120	0	0	120	0	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		262	6,673	3,348	2,272	12,555	262	6,673	3,348	2,272	12,555	0	0	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	669	524	0	0	1,193	669	257	107	0	1,033	(267)	(160)	WFRS 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. Re-phasing of this project will be available for Q2.
Sub Total - Fire Control Project		669	524	0	0	1,193	669	257	107	0	1,033	(267)	(160)	
		1,021	8,036	4,070	2,272	15,399	1,021	7,769	4,177	2,272	15,240	(267)	(159)	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/FRS-A	Implement a new delivery model based on the relocation of fire engines and the reallocation of staff, reducing the number of whole time firefighters by 39 posts and the retained (on-call) staff by 36	238	95	238	709	95	709	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	35	35	35	87	35	35	There has been 6 months slippage in the delivery of our joint project with Northamptonshire Fire and Rescue Service.
OOP/FRS-C	Reduction in smoke alarm fitting	20	20	20	20	20	20	
OOP/FRS-D	New crewing arrangements for the small fires unit	57	57	57	57	57	57	
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	36	0	36	102	0	102	
OOP/FRS-F	Savings delivered through the implementation of the previous Improvement Plan (agreed by Members July 2010)	119	119	119	119	119	119	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0	0	0	84	0	84	
OOP/FRS-H	Removal of an Area Commander post from the senior management team within the Service (25% of current establishment)	0	0	0	35	0	35	
	Total	505	326	505	1,213	326	1,161	
	Target		505	505		1,213	1,213	
	Remaining Shortfall/(Over Achievement)		179	0		887	52	

Performance Information April 2014 to June 2014

Measure	2014/15 Target	Year End Alert	Q1 2014/15	Comments
% of HFSCs delivered to vulnerable persons	85	★	1	
Total number of fire related deaths	0	●	0	
Total number of fire related injuries	0	▲	5	There have been 5 fire related injuries in the first quarter of this year, 3 being as a result of fire in the home. 5 represents a low number of such incidents and close monitoring of each and every incident involving injuries helps identify trends and informs subsequent targeted fire safety initiatives across the county.
Total Primary Fires	149	★	148	
Total number of accidental dwelling fires	30	▲	37	The number of Accidental Dwelling Fires has increased by 7(19%) during the first quarter. 54% of these incidents started in the kitchen and 8 were cooking related. 2 incidents involved 3 fire related injuries. WFRS closely monitors the number and type of ADF's across the county and have a Strategy which informs the delivery of targeted fire safety advise to those at most risk. In 2013/14 national comparison indicates that Warwickshire has the lowest number of ADF's in England.
Total number of deliberate fires	169	★	154	
Total number of fires in non domestic premises	21	▲	25	Non Domestic fires have increased by 4 incidents during quarter 1, however this figure still represents a low overall incidence level. 6 of the incidents were deliberate and 19 were accidental.
% of P1-P2 incidents where agreed response standards were met	80	●	77	
% appliance availability	79.47	★	83.33	
Total number of road traffic collisions attended with person injured	75	▲	66	A new measure introduced this year which highlights life risk in RTC's shows that WFRS have attended 66 such incidents in the first quarter compared to 50 in the same period last year. 89 persons have been involved in these RTC's and 37 extrications have been performed with 8 fatalities.
Total number of enforcement notices	0	★	2	
Number of RIDDOR reportable accidents	1	▲	2	The number of RIDDOR reportable accidents has increased by one this quarter
Number of personal injuries	2	▲	14	Personal Injuries have significantly increased on comparison to the previous years qtr1 totals. However last years figure was unusually low, and on average the current figures are to create a minimal increase in yearly totals.
Competency assurance checks by all line managers	100	★	100	
% of times when standrads for replacing risk safety equipment were met (24hrs)	100	★	100	
% of times when standrads for replacing non risk safety equipment were met (7 days)	80	★	100	
No. of exercises and training in preparation for major threats			0	Due to strike action no exercises and training preparation for major threats was carried out in Quarter 1
% of AIMS/ 022s that have identified good practice is being carried out				
% forecast year end variance against budget	2	★	0.3	
£ forecast year end variance against budget	£559k	★	£69k	
% employee satisfaction	73		N/A	
Average days lost to sickness per FTE	1.74	★	1.41	
% customer satisfaction levels	90	★	97	
% of justified complaints received	0	▲	50	Of a total of 4 complaints received by the Service, after investigation, 2 were found to be justified.
Number of complaints received	2		4	

Other Services - Virginia Rennie
Strategic Director - David Carter

2014/15 Revenue Budget

Service	Agreed Budget £'000	Agreed Changes £'000	Latest Budget £'000	Forecast Outturn £'000	Variation Over/ (Under) £'000	Reason for Variation and Management Action
Core Grants	(177,305)	(1,602)	(178,907)	(179,111)	(204)	We are forecasting an additional £204,000 in Education Support Grant than was estimated at the time the budget was agreed. This is a one-off variation due to a late adjustment in relation to the grant due in 2013/14 being corrected in 2014/15.
Dedicated Schools Grant (DSG) and Young People's Learning agency (YPLA) Grants, including school reserves	(267,577)	(2,799)	(270,376)	(248,196)	22,180	Adjustment to reflect schools converting to academies
Individual Schools Budget (ISB)	208,724		208,724	186,544	(22,180)	
Capital Financing	39,694	(154)	39,540	39,312	(228)	
Revenue contribution to capital financing	1,020		1,020	1,020	0	
Interest on Revenue Balances	(1,130)	48	(1,082)	(1,076)	6	
Strategic Management Team	1,218	150	1,368	1,139	(229)	The forecast underspend of £229,000 is made up of a £31,000 underspend on the cost of Corporate Board plus a £198,000 time-limited allocation to the Resources Group as a result of the early repayment of self financing debt. It is proposed to allocate the £198,000 to Resources Group General Reserves. The funding will then be drawn down to support the activity of the Group in future, as needed.
County Coroner	394	0	394	394	0	
Environment Agency (Flood Defence Levy)	220	0	220	223	3	
External Audit Fees	391	(190)	201	166	(35)	
Provision for redundancy costs	2,288	(188)	2,100	2,100	0	
Pensions deficit under-recovery	0	0	0	252	252	As part of the actuarial revaluation of the Warwickshire Pension Fund we, along with all other employers, are required to contribute a cash lump sum to make good our deficit on the Fund. The amount currently being generated to make the cash payment is currently forecast to deliver a shortfall of £282,000 that will have to be paid by the end of the year.
County Council Elections	247	0	247	0	(247)	No spending is forecast for 2014/15. The £247,000 underspend will be added back to the elections reserve to provide funding for the 2017 local elections.
Members Allowances and Expenses	1,012	0	1,012	900	(112)	
Other Administrative Expenses and Income	412	0	412	412	0	
Reorganisation Pensions	66	0	66	54	(12)	
Subscriptions	238	0	238	150	(88)	
Net Service Spending	(190,088)	(4,735)	(194,823)	(195,717)	(894)	
				Non DSG	(894)	
				DSG	0	

2014/15 Reserves Position

Reserve	Opening Balance 01.04.14 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.15 £'000	Request for (Use of/ Transfer to Reserves £'000	Reason for Request
Corporate						
General Reserves	19,166	0	414	19,580		
Medium Term Contingency	13,315	0	0	13,315		
Service Realignment Fund	11,275	0	0	11,275		
Capital Fund	868	0	0	868		
Insurance Fund	8,975	(713)	0	8,262		
Schools	18,912	0	0	18,912		
Total Corporate Reserves	72,511	(713)	414	72,212	0	
Other Services						
Audit Fee Reserve	499	0	35	534		
Capacity Building Fund	1,454	0	0	1,454		
Carbon Reduction Commitment Scheme	210	0	0	210		
Community Infrastructure Levy	301	0	0	301		
National Non-Domestic Rates Appeals	1,047	0	0	1,047		
National Non-Domestic Rates Pool	(467)	0	0	(467)		
Quadrennial Elections	0	0	247	247		
Total Other Services Reserves	3,044	0	282	3,326	0	
Group Reserves						
Communities Group	4	0	0	4		
Resources Group	568	0	198	766		
Resources Transformation Fund	1,924	0	0	1,924	823	Request to drawdown £823,000 from the Resources Group Transformation Fund to be used by SICM (£637,000 to support the WES Team and Business Analysts costs) and Information Assets (£186,000 to support IT contribution to key Resources Group transformation projects) in 2014/15
Resources Commercial Development Fund	1,000	0	0	1,000		
Total Group Reserves	3,496	0	198	3,694	823	
Total	79,051	(713)	894	79,232	823	

2014/15 to 2017/18 Savings Plan (Years 1 and 2 Only)

OOP Reference as per Service Estimate Report	Savings Proposal Title	2014/15			2015/16			Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Actual to Date £'000	Forecast Outturn £'000	
OOP/OS-A	Reduction in the provision for borrowing costs	440	440	440	940	660	940	The budget for capital financing costs was reduced by £440,000 from 1 April 2014. The decisions taken to limit the level of borrowing and to utilise surplus resources to repay debt means no further action is required to deliver the saving in 2014/15. The forecast underspend on the cost of borrowing of £228,000 (see table above) indicates the saving required is being delivered.
OOP/OS-B	Removal of the Capacity Building Fund	560	560	560	560	560	560	The Capacity Building Fund ceased to exist from 1 April 2014 and no further action is required to deliver this savings proposal. Once the remaining reserve has been used there will be no corporate funds to support change and build capacity across the organisation.
OOP/OS-C	Reduction in total cost of members expenses and catering	50	50	50	50	50	50	The budget for members expenses was reduced by £50,000 from 1 April 2014. The decisions already taken on members allowances for 2014/15 and the current pattern of spend on members travel and subsistence indicates this saving will be delivered.
	Total	1,050	1,050	1,050	1,550	1,270	1,550	
	Target		1,050	1,050		1,550	1,550	
	Remaining Shortfall/(Over Achievement)		0	0		280	0	