

Cabinet

10 September 2015

One Organisational Plan Quarterly Progress Report April – June 2015











Recommendations

That Cabinet:

- a) Note the progress on the delivery of the second year of the One Organisational Plan (2014-18) as at the end of June 2015 as summarised in Sections 1 to 3 of the report and detailed in Appendix A.
- b) Remind Corporate Board and Heads of Service of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track should be discussed with Portfolio Holders as a matter of urgency.
- c) Approve the net transfer of £1.004 million from Business Unit reserves to support the delivery of services in 2015/16, as outlined in section 3.2.
- d) Approve the use of £0.288 million of Transport and Highways forecast underspend to facilitate the early repayment of self-financed borrowing as detailed in paragraph 3.1.4.
- e) Approve the revised capital payments totals and the revised financing of the 2015/16 capital programme as detailed in the table in section 3.3.

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

- 1.1. The table below presents pictorially the overall progress on the delivery of the key elements that make up the One Organisational Plan and further detail in relation to these areas is set out in Appendix A.

OOP: Outcomes	Organisational Health	Revenue (Variance)	Savings
			
Capital Spend & Slippage in to future Years	Strategic Risks	Workforce	 Overall Delivery
 			

- 1.2. It demonstrates that against a very difficult landscape the authority continues to deliver on most of its priority outcomes, whilst successfully managing key risks. Whilst a net overspend is being reported on the revenue budget plans are being developed to ensure, overall, the authority comes in under budget by the end of the financial year. As a result of these actions the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. But this does require a focussed discipline on priorities and maintaining pace in the delivery of the agreed plans.

2. Performance Commentary

2.1 OOP Outcome Framework

- 2.1.1 The OOP Outcome Framework contains 5 specific key outcomes. At the end of Quarter 1, we are reporting that all five are within tolerance to be delivered and the overall status of the OOP is amber. Details of how the associated themes are performing are set out in the table below.



	Our communities & individuals are safe from harm & are able to remain independent for longer	The health & well being of all in Warwickshire is protected	Our Economy is vibrant; residents have access to jobs, training & skills development	Warwickshire's communities are supported by excellent communications & transport infrastructure	Resources & services are targeted effectively & efficiently whether delivered by the local authority, commissioned or delivered in partnership	
Overall Status	Amber	Amber	Amber	Green	Amber	Amber
Red	0	1	0	0	0	1
Amber	4	4	3	0	5	16
Green	1	0	1	2	0	4
N/A	0	0	0	1	0	1
Total	5	5	4	3	5	22

The following criteria has been used to report the delivery of the Outcomes:

- Red indicates at this stage, we are not on target to deliver the Outcome.
- Amber indicates that at this stage, we are on target to deliver the Outcome but it is not yet fully achieved.
- Green indicates that we are delivering the Outcome set out in the plan.

2.1.2 Each of the 5 specific outcomes are supported by a number of additional themes, and cover distinct areas of activity that are being delivered across the Organisation and not just by one particular Group or Business Unit.

2.1.3 Positively, at quarter 1 we are able to report that we are successfully delivering on the following themes which are all reporting a green status:

- Our economy provides quality jobs and unlocks entrepreneurship
- Our integrated sustainable transport networks are fit for the future and meet the needs of residents and businesses
- Our planning infrastructure delivers strategic solutions for partners and ourselves.
- Our Councillors are strong community leaders

2.1.4 For the outcome “Our Communities and Individuals are safe from harm and are able to remain independent for longer”, we are on track to deliver on the outcome, with all of the 5 themes reporting they are amber or green at the end of quarter 1.

2.1.5 For the outcome “The health and well being of all in Warwickshire is protected”, we are on track to deliver on the outcome, with 4 out of the 5 themes reporting they are amber at the end of quarter 1. 1 theme is red which is “Young people understand the choice available to lead healthy lives”. This theme consists of three measures, one is red and detailed in the table at 2.1.9, the of the other two indicators, one is not yet available, and one is amber.

2.1.6 For the outcome “Our Economy is vibrant; residents have access to jobs, training and skills development”, we are on track to deliver on the outcome, with all 4 themes reporting they are amber or green at the end of quarter 1.

2.1.7 For the outcome “Warwickshire’s communities are supported by excellent communications and transport infrastructure”, we are on track to deliver on the outcome, with 2 of the 3 themes reporting they are green at the end of quarter 1. The outcome “The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised” and the supporting measure will be reported at the mid year point.

2.1.8 For the outcome “Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or delivered in partnership”, we are on track to deliver on the outcome, with all 5 themes reporting they are amber at the end of quarter 1.

2.1.9 The table below sets both the themes that are not reporting to be delivered and the associated key performance measures that have not achieved the targets set for 2015/16.

OOP Theme	Key Business Measures	Reason
Young people understand the choice available to lead healthy lives	<ul style="list-style-type: none"> % of Looked After Children aged under 16 who have been looked after continuously for at least 2.5 years, who are living in the same placement for at least 2 years, or are placed for adoption 	<ul style="list-style-type: none"> This is an area to be reviewed due to the dip in performance and in light of new statutory guidance. We need to understand the ratio of children within independent sector placements as well as those that are placed internally.

2.1.10 The table below sets out the comparative performance of the delivery of the outcomes, when comparing against the year-end position and the end of quarter 1 2014/15:

	Q1 2014/15	Year End	Q1 2015/16*	Comparison to Q1 2014/15
Red	11%	18%	5%	↓
Amber	37%	64%	76%	↑
Green	52%	18%	19%	↓
Overall OOP Delivery Status	Amber	Red	Amber	↔

*based on 21 themes, where “The digital divide in Warwickshire is addressed and opportunities from new technologies are maximised” theme is not yet available.

2.1.11 When compared to the same time last year, although the themes with a green status have decreased, the number of red themes have also decreased which is encouraging. The number of amber themes have increased greatly, and overall the OOP delivery status has remained at amber, which is positive and a more realistic approach to target setting.

2.2 Organisational Health Outcomes

2.2.1 Overall, we are forecasting that, at quarter 1, we are within tolerance to deliver all of the high level Organisational Health Outcomes.

2.2.2 We are reporting five amber and three green outcomes, which equates to an amber status for the overall delivery of the One Organisational Health outcomes.

2.2.3 The table below sets out the comparative performance of the delivery of the Organisational Health outcomes, when comparing against the year-end position and the end of quarter 1 2014/15:

Organisational Health outcomes	Q1 2014/15	Year End	Q1 2015/16*	Comparison to Q1 2014/15
Red	0	25%	12.5%	↑
Amber	25%	12.5%	50%	↑
Green	25%	50%	25%	↔
NA	50%	12.5%	12.5%	↓
Overall Status	Amber	Amber	Amber	↔

2.2.4 When compared to the same time last year, the overall status for the Organisational Health outcomes have remained as amber and although the direction of travel for the reds has increased, the ambers have also improved and the greens have stayed the same.

2.3 Management of HR and Risk

2.3.1 The successful delivery of the One Organisational Plan, is also dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.

2.3.2 Managing absence remains a priority for WCC both in terms of the number of working days lost and the impact this has on our ability to deliver services as well as the financial cost of sickness to the organisation.

2.3.3 During quarter 1, absence has decreased slightly to 2.22 working days lost and is reflective of the same period last year. Reports show that Stress and Musculo-Skeletal remain the top reasons for absence and viral related absences have reduced significantly.

2.3.4 As we continue to move through significant organisational change, the total number of people employed by the County Council stands at 5328 at the end of Q1 and sees a small increase of 13 posts since the end of Q4 2014/15, however it is a decrease on the same time last year (5528). However, the age profile of our workforce remains stable with an average age of 45.8 years.

2.3.5 We continue to manage the number of significant risks to the organisation, and there is only one net red risk in the corporate risk register which is "Safeguarding Children and Vulnerable Adults in our community and the County Council's inability to take action to avoid abuse, injury or death". This risk has been set at a constant red risk level because of the nature of the risk.

2.3.6 Further details of the actions being taken to reduce the likelihood/ impact of risk is detailed in the risk section of Appendix A.

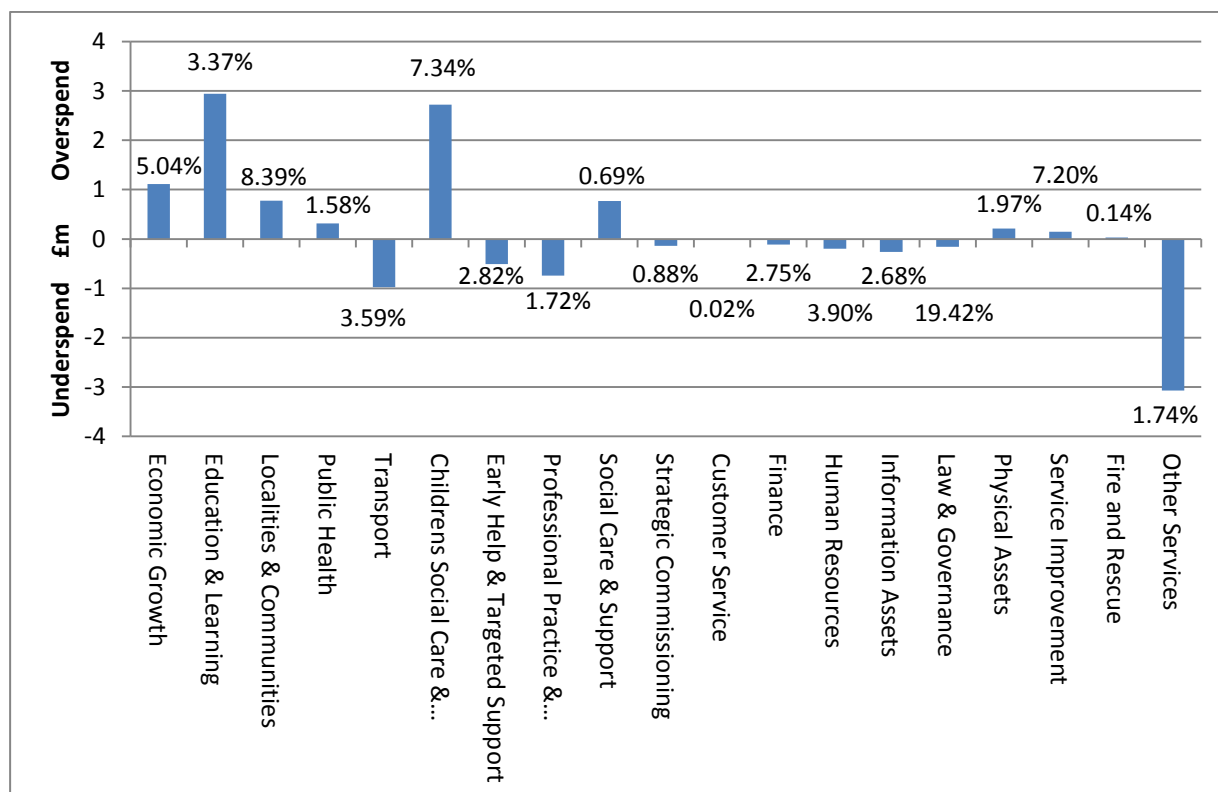
3. Financial Commentary

3.1. Revenue Budget

3.1.1. The approved revenue budget for 2015/16 is £236.665 million. Against this, at Quarter 1, an overspend of £3.502 million or 1.48% is forecast.

3.1.2. The agreed tolerance for overspends is 0% which means the overall forecast falls outside of this tolerance. Business Units are requesting to draw down a net £1.004 million of their reserves to fund specific expenditure projects, which, if approved by members, will bring the overall overspend down to £2.498 million or 1.06%.

3.1.3. The following table shows the forecast position for each Business Unit and those which are outside of the tolerances agreed for reporting purposes of no overspends and a less than 2% underspend. To supplement the assessment of financial performance against these 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 are reported to Members as part of these quarterly reports.



3.1.4. At Quarter 1 nine Business Units are forecasting that they will overspend and a further six are forecasting underspends greater than the -2% tolerance agreed. 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

- Economic Growth – The forecast overspend of £1.115 million is due to the delayed start on a number of projects last year meaning spending will now take place in 2015/16. Funding for these projects is currently held in the Business Unit's reserves and the Business Unit is requesting to draw down £0.935 million to fund these projects. If approved this would reduce the forecast overspend to £0.180 million.
- Education & Learning – The forecast overspend of £2.939 million is mainly due to the known deficit of £4.148 million on the DSG budget when the details were finalised at the start of the financial year. Underspends in other areas of the service have reduced the total underspend but it is unlikely the Business Unit's forecast overspend will be completely resolved by the end of the financial year. Finding a long-term solution to balance the DSG and deliver the school transport savings has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Localities & Communities – Of the forecast overspend of £0.774 million £0.626 million is for Phase 2 of the Priority Families Programme. The service is requesting to draw down £0.461 million of the Family Intervention Project reserve to meet this overspend. Most of the remaining overspend, £0.125 million, is expenditure providing additional independent domestic abuse advisors. This spending will be met from Business Unit reserves at the end of the year.
- Public Health – The forecast overspend of £0.317 million relates to the Family Nurse Partnership Programme, which the service plan to draw down from reserves in line with the approach agreed by Corporate Board and the Portfolio Holder in 2014/15.
- Children's Social Care & Safeguarding – The forecast overspend is £2.720 million, of which just over £2 million is due to residential care costs. The remaining overspend is from rising costs associated with Foster Carers and Adoption Services. The Business Unit has no reserves and finding a solution to the financial difficulties in Children's Social Care and Safeguarding has already been identified as an issue that will need to be resolved as part of the 2016/17 OOP financial refresh.
- Social Care & Support – The forecast overspend is £0.766 million, this is due to an overspend in both Physical and Learning Disabilities services of £1.989 million which is being offset by underspends in the Older People £1.019 million and Mental Health £0.239 million. Projects are in place to address the areas that are overspending and it is anticipated that once completed the level of the forecast overspend will begin to decrease.

- Physical Assets – The forecast overspend is £0.319 million, however the service is requesting to draw down £0.320 million from the Planning Application reserve to meet these costs.
- Service Improvement and Change Management – The forecast overspend of £0.148 million is a £0.198 million planned overspend on Resources transformation offset by a £0.050 million underspend across the rest of the Business Unit. It is proposed that the spending on transformation will be met from a transfer from the Resource Group Transformation Fund.

Underspends

- Transport & Highways – The underspend of £0.978 million is due to increased income from utilities in respect of street works and the latest consultants projections on the cost of providing concessionary travel. The Business Unit is seeking approval to use £0.288 million of this underspend to facilitate the early repayment of self-financed borrowing.
- Early Help & Targeted Support – The underspend of £0.510 million has been planned as a contingency against the financial impact of demand-led residential Integrated Disability Service placements.
- Finance – The underspend of £0.114 million is due to a reduction in staffing cost through restructuring and temporarily holding vacancies open.
- Human Resources – The underspend of £0.200 million is due to delays in recruiting to vacancies.
- Information Assets – The underspend of £0.261 million is the net of the £0.186 million traded services surplus and £0.075 million from holding vacancies open.
- Law & Governance – The underspend of £0.162 million is due to an increase in demand for services generating additional income, and also holding vacancies open.

3.1.5. Whilst half of the Business Units are reporting overspends at Quarter 1 we would expect this position to improve through the year, based on previous trends. Corporate Board and Heads of Service are aware of the importance of delivering a balanced budget both collectively and individually and that proposals for action to bring those budgets overspending back on track are being developed. Most of the Business Units have sufficient reserves to meet any residual overspends. There are only two Business Units that are a cause for concern at present – Children's Social Care and Safeguarding and Education and Learning, with a combined forecast of a £5.659 million overspend. The difficult financial position of both of these Business Units is a continuation of the position at the end of 2014/15 and it has already been identified as the critical issue to be resolved in the 2016/17 OOP financial refresh, as reported to Cabinet in July.

- 3.1.6. Notwithstanding finding a medium term solution, even with concerted management action, it is unlikely there will be a sufficient turnaround in the financial position to bring them fully back on an even keel. As these Business Units have no reserves and remaining overspend will need to be made good from a reallocation of resources from elsewhere across the authority. For 2015/16 Corporate Board is proposing a first commitment on any Other Services underspend for funding, followed by a top-slice from reserves.

3.2. Reserves

- 3.2.1. Business Units are seeking Members' approval to put £1.272 million into reserves to support the delivery of services in future years. The specific proposals Members are asked to approve are:

Traded Services (£0.838m)

- £0.838 million towards the creation of a reserve for Warwickshire Education Services traded services at the level of their increased surplus targets for the year.

Other Services (£0.434m)

- £0.236 million contribution towards funding the 2017 Local Elections.
- £0.198 million transfer to the Resources Group Transformation Fund to support transformation across the Group.

- 3.2.2. Business Units are also seeking approval to drawdown £2.276 million from reserves to support the delivery of their plans in the current financial year:

Economic Growth (£0.935m)

- £0.006 million for Ecology and Archaeological grant funding received in 2014/15 which will be spent in 2015/16.
- £0.036 million for spending in 2015/16 relating to the Going 4 Growth Apprentice Hub.
- £0.150 million to supplement this year's £0.500 million budget for the Skills for Employment initiative.
- £0.743 million for Rural Growth Network grant funding towards meeting the forecast expenditure of £0.991 million.

Localities (£0.461m)

- £0.461 million as a contribution towards phase two of the Priority Families Programme.

Public Health (£0.317m)

- £0.317 million to fund Family Nursing Activity in line with the approach agreed by Corporate Board and the Portfolio Holder.

Transport & Highways (£0.103m)

- £0.051 million to fund Bridge Maintenance pressures.
- £0.052 million to fund updates to the traffic model.

Information Assets (£0.140m)

- £0.140 million from the PFI for School Reserve to meet planned expenditure.

Physical Assets (£0.320m)

- £0.320 million from the Planning Application Reserve to meet planned expenditure.

3.2.3. At 1 April 2015 the authority held reserves of £129.470 million. The proposed movements in reserves outlined above and approved previously as part of setting the 2015/16 budget (£3.398 million) and the 2014/15 outturn report (£4.336 million), combined with the effect of the forecast outturn (£3.502 million) would decrease the total level of reserves to £118.234 million.

3.2.4. Of this funding about half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to cover known financial risks or to cash-flow timing differences between when spend is incurred and savings are delivered. Financially this continues to place us in a strong position as we face the challenge of delivering the 2014-18 Plan.

3.3. Capital Programme

3.3.1. The total forecasted level of capital payments is £109.488 million in 2015/16, with a further £111.250 million of payments over the medium term. In addition, the remaining Capital Growth Fund allocation is £4.661 million for 2015/16 with a further £12.512 million over the medium term.

3.3.2. Managers forecasts indicate that £12.088 million of the spend planned for 2015/16 is now expected to slip into future years.

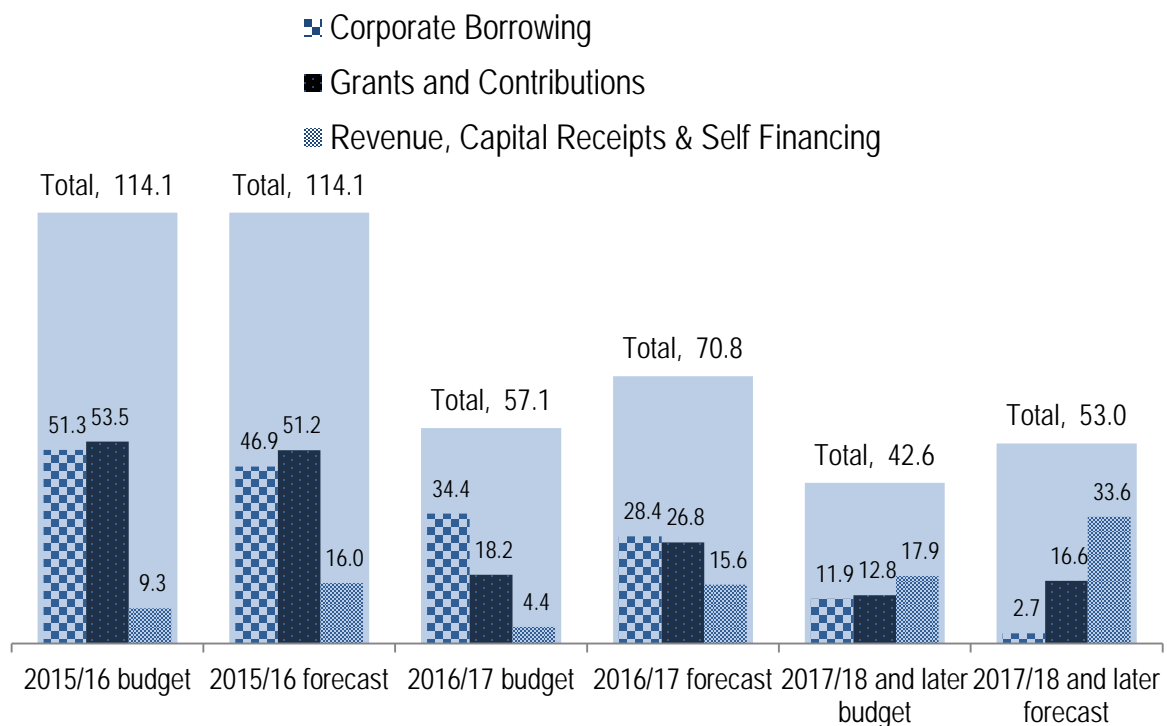
3.3.3. The main reasons for the £12.088 million slippage compared to the approved budget are:

- Education and Learning – The slippage of £1.501 million is due in the main to a revised schedule for the Bishopton School Extension (£843,000) and also other smaller changes across various other targeted basic need schemes.
- Transport – There has been slippage of £5.669 million from 2015/16 into future years due to issues across numerous schemes. Within this figure there has been £1.5m slippage on the Kenilworth Station project, £0.721m on the Bermuda connectivity project, £0.343m on the Rugby Western Relief road project, £1m on the safer routes to schools project and £1.45m slippage on the School Safety Zones project. Further details on the reasons for the slippage are available in the background annexes.
- Fire and Rescue – The slippage of £2.435m relates in the main to the New Training Centre project where major works are unlikely to take place before 2016/17.
- Information Assets – The slippage of £2.591 is on the BDUK project and is due to a change in the contracts by BDUK and BT. This has resulted in a re profiling of the payments schedule.

3.3.4. 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 £17.173 million.

3.3.5. The overall level of new borrowing remains within the approved envelope of £20 million. Although the borrowing figures shown in the table are above the £20 million limit this is due to slippage on schemes originally approved to take place in earlier years. Therefore there is no impact on the Medium Term Financial Plan.

Estimated Financing to 2017/18 & Later Years (£m)



	2015/16 Budget	2015/16 Forecast	2016/17 Budget	2016/17 Forecast	2017/18 and later Budget	2017/18 and later Forecast
	£'000	£'000	£'000	£'000	£'000	£'000
Total	114,115	114,149	57,087	70,750	42,619	53,012
Corporate Borrowing	51,295	46,907	34,432	28,368	11,899	2,725
Self-Financed Borrowing	3,254	5,279	1,400	1,400	5,938	5,938
Grants and Contributions	53,507	51,198	18,213	26,775	12,770	16,647
Capital Receipts	1,836	6,048	2,400	13,228	11,664	26,813
Revenue Contribution	4,223	4,716	642	979	348	889

3.3.6. Financial Regulations require Cabinet to approve changes to schemes where the figures have a variance of more than 5% 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.

4. Background Papers

4.1 Annexes A-S (the detailed returns from each Business Unit of their Quarter 1 position). This information is available on the Council's website and hard copies of the information have also been placed in the Group rooms.

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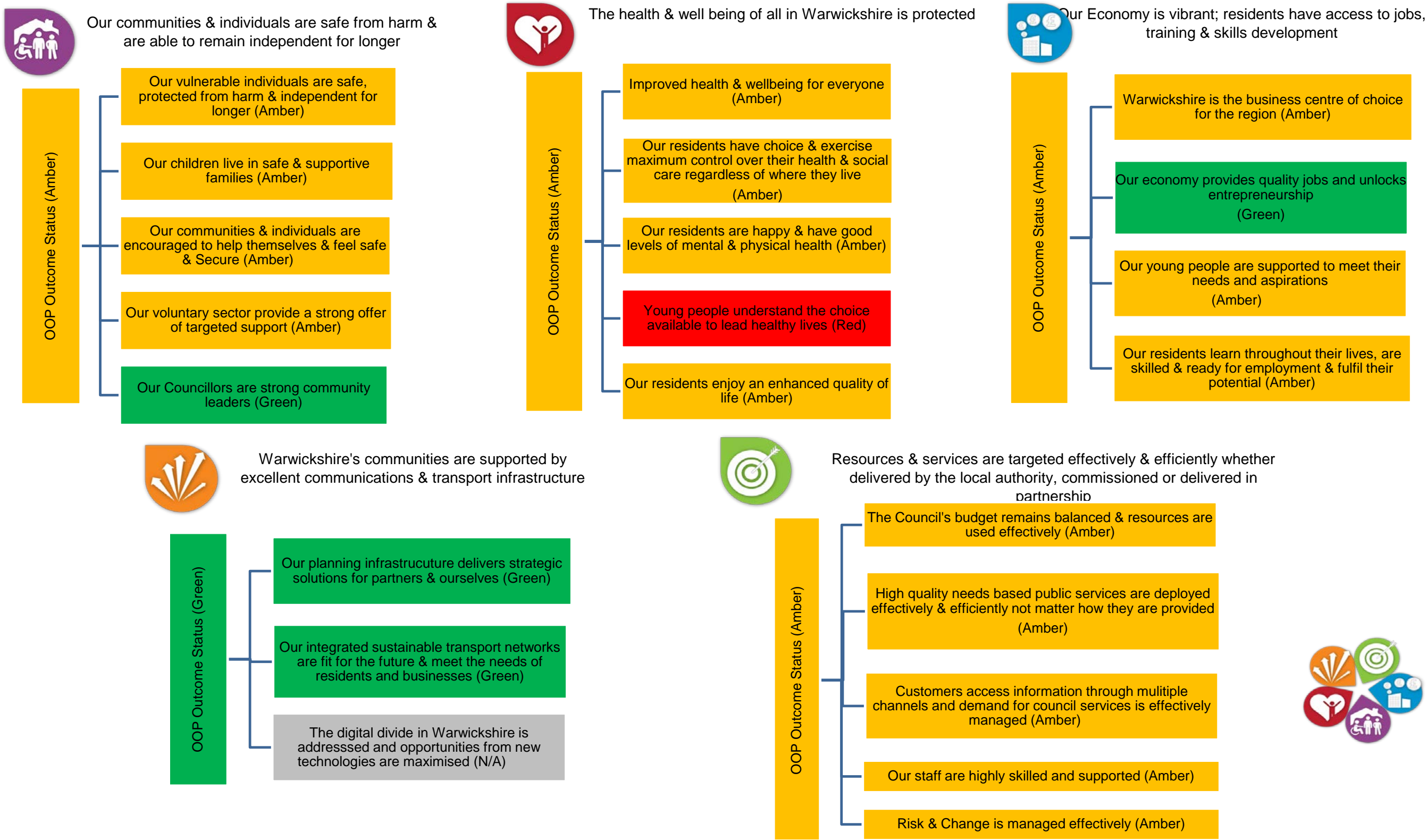
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Appendix A One Organisational Plan Quarterly Progress Report: Delivery of One Organisational Plan Outcomes April – June 2015

Overall, at the end of quarter 1 2015/16 of the One Organisational Plan, we are reporting that we are within tolerance (Amber) or on target (Green) to deliver on all of the high level Outcomes as set out in the One Organisational Plan

Individually, there are a number of key areas where we are on or above target to deliver on our OOP Outcomes with 4 already being achieved (Green) and a further 16 within tolerance (Amber) to be achieved at the end of 2018.



One Organisational Plan Quarterly Progress Report: Delivery of Organisational Health Outcomes: April - June 2015



Customers

A

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



Resources

R

Services are delivered within the agreed budgets* excludes other services

G

Savings are delivered to plan

Staff

A

Staff are satisfied with the Council as an employer

G

Staff have access to resources and information which allow them to do their job



Risk & Change

N/A

The Council adopts a commissioning approach to service delivery (see below)

A

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

A

The Council operates within the law



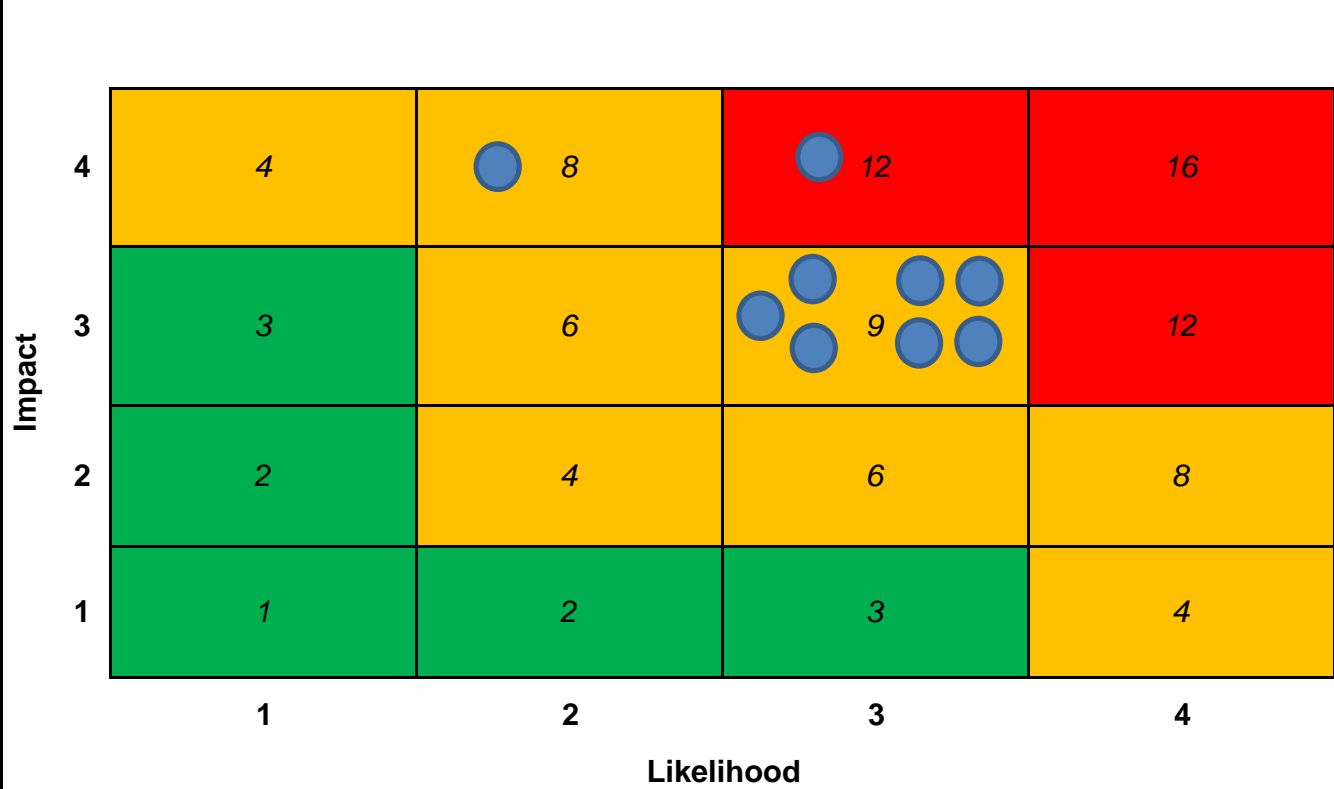
A

Delivery of the One Organisational Health Outcomes: Actual of April - June 2015

As of 30th June 2015, we are reporting four amber outcomes, two green and one red, which equates to an amber status for the overall delivery of the One Organisational Health outcomes.

We are currently unable to provide a Q1 forecast for the Organisational Health Outcome "The Council adopts a commissioning approach to service delivery, as it is currently being defined.

WCC Strategic Risks - Performance Update April - June 15



Net Amber Risks

- R0840** Continuing pressue on Adult Social Services resources
R0842 Loss or corruption of personal or protected data held by the Council
R0843 C&W LEP and City Deal arrangements, fail to achieve optimum funding levels and economic benefits
R0844 Sustaining risk critical fire and rescue support functions during times of austerity
R0845 Development of Business Continuity Plans and procedures
R0846 Ensuring sufficient number of school places across the county
R0847 Inability to manage or influence the impact of HS2 on Warwickshire
R0839 Government policies, new legislation and sustained austerity measures present immediate challenges and further significant

Gross Risk Level Net Risk Level

16 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
12 (R)	9 (A)
16 (R)	9 (A)
16 (R)	8 (A)

Net Red Risk

- R0841** Safeguarding Children & Vulnerable Adults in our community

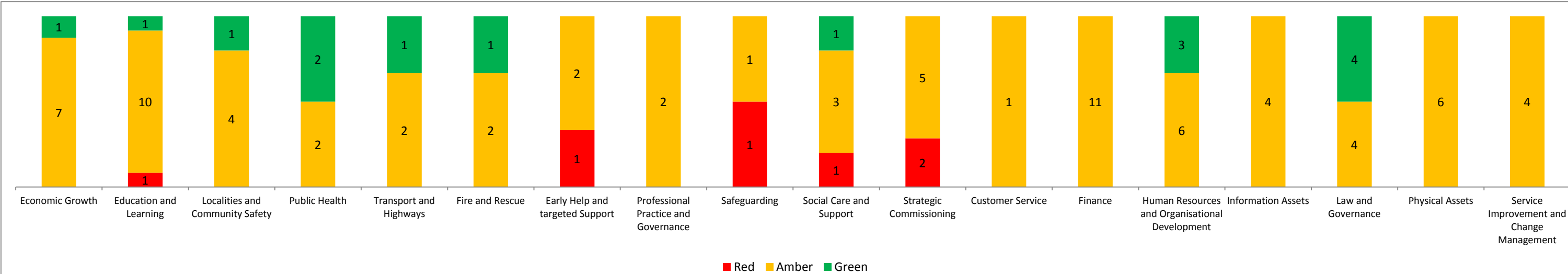
16 (R)	12 (R)
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Definitions taken from WCC Risk Management Strategy:

Gross Risk Level - Risk level on the basis that there is no action being taken to manage the identified risk and/or any existing actions are not operating effectively. In other words, the worst case scenario if the risk were to occur.

Net Risk Level - Risk level taking into consideration the effectiveness of the identified existing actions. In other words, the reality if the risk were to occur in the immediate future.

Business Unit Net Risks: Performance Update April - June 15



Commentary - Action to reduce the likelihood and Impact of Net Red Risks:

Home to School Transport cannot be managed back to budget or savings delivered. Risk Owner: Nigel Minns (Head of Education and Learning). The Council is currently consulting on proposals to cease to provide, or charge for, significant elements of discretionary transport. These proposals, which will be subject to a Cabinet decision in October 2015, will meet a proportion of the planned savings. Any phasing of the proposals (in line with statutory guidance) will result in shortfalls. Additional proposals are being developed to make further savings.

The Reablement Strategy and OOP fail to deliver intended objectives. Risk Owner: Hugh Disley (Head of Early Help and Targeted Support). This risk is reliant on the appropriate referral pathway where reablement can be undertaken. There is a D2A Integration Board that is overseeing a joint Health / Social Care integrated model that should maximise on the reablement potential with a possible S75 agreement

Children and Young People and vulnerable adults suffer injury or death. Risk Owner: Sue Ross (Interim Head of Safeguarding).The risk of this type of incident happening will always remain despite controls in place which are under constant review

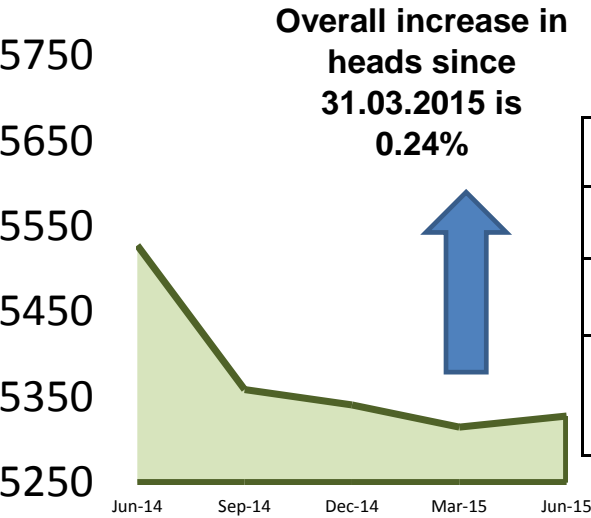
Care Act implementation delays mean council fails to meet its statutory duties to deliver social care and support services: Risk Owner: Jenny Wood (Head of Social Care & Support). This has seen the establishment of Oversight Group to oversee implementation across all relevant council services and the establishment of Assessment, Support Planning and Review Project. With the recent announcement of the delay in the second phase of implementation of the Care Act the situation is now being reviewed

Risks associated with closer alignment / integration with Health. Risk Owner: Chris Lewington (Head of Strategic Commissioning): Joint governance arrangements with health are now in place with regular reporting to Health & Well Being Board. Strategic Commissioning are also in the process of developing a section 75 for pooled budget arrangements.

Service continuity of commissioned support services including payroll support for customers with Direct Payments until a re-tender .Risk Owner: Becky Hale (All Age Disabilities Commissioning Service Manager). Fast tracking pre-procurement activity. On going provider discussions and monitoring.

One Organisational Plan Quarter 1 April - June 2015 Progress Report: Headline HR Information

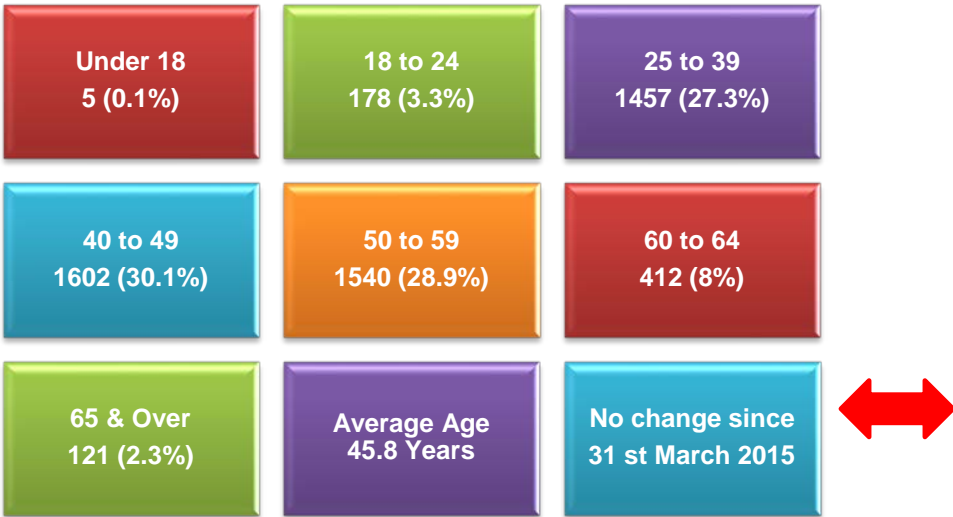
Number of employees



	End of Qtr 1 2014/15	End Mid Year	End of Qtr 3	End of Qtr 4	End of Qtr 1 2015/16
Head Count	5528	5359	5341	5315	5328
Full Time Equivalents	4268.1	4150.6	4165.6	4158.3	4154
Whole Time Equivalents	4199.3	4083.7	4094.6	4086.4	4087
Number of Posts	5845	5647	5634	5613	5630

April to June 2015

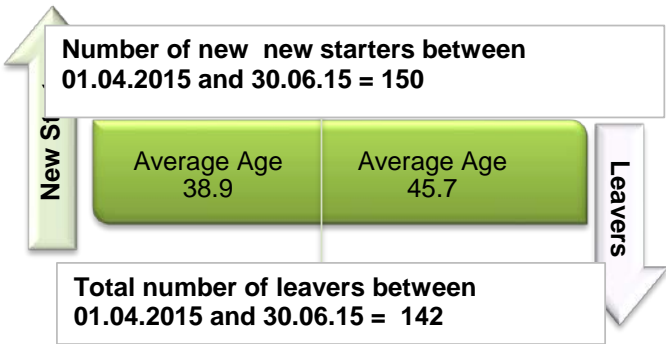
Age profile of our workforce as at 30.06.2015



Turnover of workforce 1st April 2015 - 30th June 2015.

	New starters	Leavers & % turnover		Overall Turnover (Heads)
Heads	150	142	2.7	2.67%
Full Time Equivalents	104.5	107.5	2.6	
Posts	152.0	147	2.6	

Average age of new starters and leavers

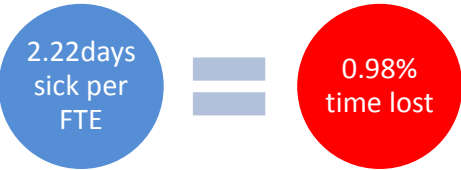


Number of posts by the reasons for leaving (% of leavers)

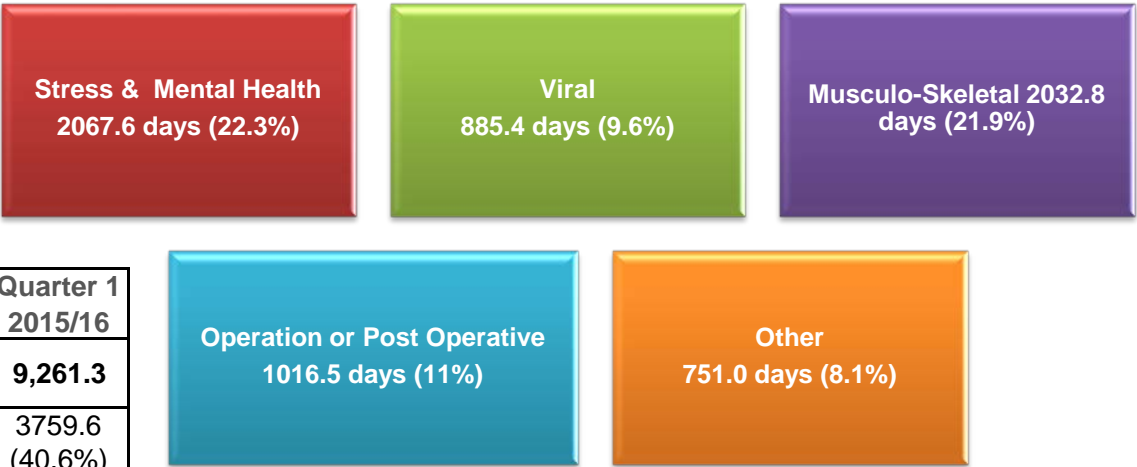


Sickness Headline Statistics

Financial Year Q1 2015/16



Top 5 reasons for absence (days lost)



Sickness Absence Days	Quarter 1 2014/15	Mid Year 2014/15	Quarter 3 2014/15	Quarter 4 2014/15	Quarter 1 2015/16
Days lost through sickness	9,316.7	10,532.1	11,112.4	11,158.2	9,261.3
of which short-term	3828.2 (41%)	3453.4 (33%)	5284.3 (48%)	5145.3 (46.1%)	3759.6 (40.6%)
of which long-term	5488.5 (59%)	7078.6 (67%)	5828.1 (52%)	6013 (53.9%)	5501.6 (59.4%)

One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2015
Capital Position by Business Unit

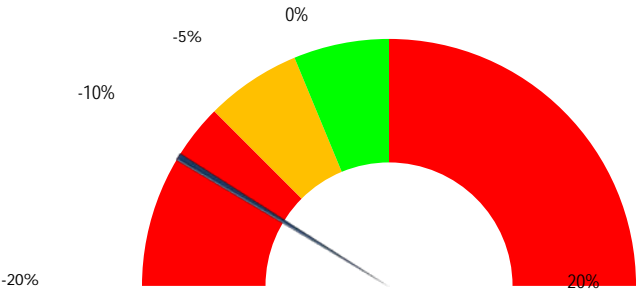
Service	All Current and Future Years Approved Budget £'000	New Approved Funding / Schemes £'000	All Current and Future Years Forecast £'000	Slippage from 2015/16 into Future Years	Comments
Customer Service	3,654	0	3,654	13	
Early Help & Targeted Support	0	25	75	0	
Economic Growth	1,441	0	1,441	123	The increase in spending for this financial year is due to the re profiling of a project to bring forward the purchase of an additional compactor at Princes Drive.
Finance	0	0	0	0	
Fire & Rescue	12,439	0	12,296	(2,435)	£2m slippage on the new training centre. Overall reduction in resources due to estimated costs being finalised on another scheme. Abortive costs for New Fire and Rescue Centre have been adjusted out of the capital programme.
Information Assets	17,142	0	17,142	(2,591)	BDUK and BT have negotiated an acceleration of Contract 2 deployment. However, the knock effect of this is to merge parts of Contract 1 into Contract 2 and parts of Contract 2 into Contract 1. This will require a significant re-profile of the payment schedule and a re-allocation of funding throughout the next few years of the project.
Education & Learning	29,452	17,955	46,549	(1,501)	£857k returned to the Education pot for re-distribution to different schemes due to up to date estimates. Bishopton School extension has slipped by £843k in year.

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

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	664	1,086	1,751	(27)	Schedule timings changed by HS2
Physical Assets	36,777	2,450	39,228	(1)	
Safeguarding	238	0	238	0	
Social Care & Support	1,176	0	1,176	0	
Strategic Commissioning	1,262	0	3,187	0	
Transport	91,379	2,114	92,978	(5,669)	£1.5m slippage on Kenilworth Station, £721k on Bermuda connectivity, £343k on Rugby Western Relief Road, £1m on safer routes to schools, £1.45m slippage on School Safety Zones. Safer routes to schools overstated by £500k at outturn.
Professional Practice & Governance	1,024	0	1,024	0	

Slippage from 2015/16 into Future Years - Total



One Organisational Plan: Use of Financial Resources: Quarter One 2015 / 16
Revenue Position by Business Unit

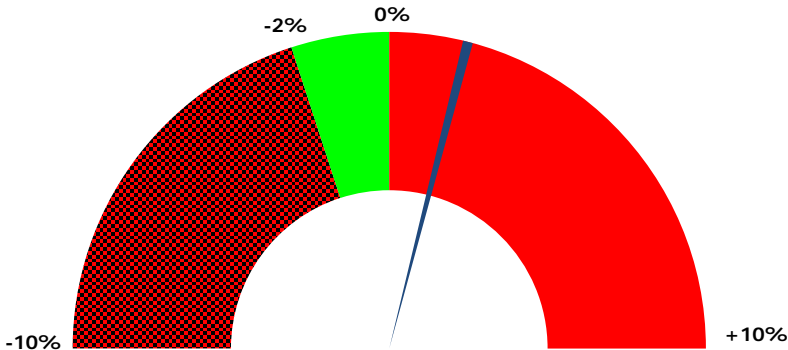
Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Economic Growth	22,103	23,218	1,115 5.04% Overspent		(3,907)	(2,792)
Education & Learning	87,120	90,059	2,939 3.37% Overspent		(1,250)	1,689
Localities & Communities	9,220	9,994	774 8.39% Overspent		(2,870)	(2,096)
Public Health	20,077	20,394	317 1.58% Overspent		(1,371)	(1,054)
Transport & Highways	27,268	26,290	(978) 3.59% Underspent		(2,874)	(3,852)
Total Communities Group	165,788	169,955	4,167 2.51% Overspent		(12,272)	(8,105)
Children's Social Care & Safeguarding	37,062	39,782	2,720 7.34% Overspent		2,734	5,454
Early Help & Targeted Support	18,103	17,593	(510) 2.82% Underspent		(1,449)	(1,959)
Professional Practice & Governance	4,291	4,217	(74) 1.72% Underspent		(2,825)	(2,899)
Social Care & Support	111,392	112,158	766 0.69% Overspent		(10,544)	(9,778)
Strategic Commissioning	15,988	15,848	(140) 0.88% Underspent		(4,850)	(4,990)
Total People Group	186,836	189,598	2,762 1.48% Overspent		(16,934)	(14,172)

Service	2015/16 Budget £'000	2015/16 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Customer Service	8,585	8,583	(2) 0.02% Underspent		(740)	(742)
Finance	4,139	4,025	(114) 2.75% Underspent		(205)	(319)
Human Resources & Organisational Development	5,129	4,929	(200) 3.90% Underspent		(843)	(1,043)
Information Assets	9,755	9,494	(261) 2.68% Underspent		(1,817)	(2,078)
Law & Governance	834	672	(162) 19.42% Underspent		(156)	(318)
Physical Assets	10,533	10,741	208 1.97% Overspent		(319)	(111)
Service Improvement and Change	2,056	2,204	148 7.20% Overspent		(42)	106
Total Resources Group	41,031	40,648	(383) 0.93% Underspent		(8,861)*	(9,244)
Fire & Rescue	19,614	19,641	27 0.14% Overspent		(987)	(960)
Other Services	(176,604)	(179,675)	(3,071) 1.74% Underspent		(86,331)	(89,402)
Total Whole Authority	236,665	240,167	3,502 1.48% Overspent		(125,385)	(121,883)

Notes
All positive revenue variances (i.e. overspends) are shown as a solid 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 Patterned 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.

Revenue Variance for the Whole Authority



One Organisational Plan: Use of Financial Resources: Quarter 1 April - June 2015
Savings Plan Position by Business Unit

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Imple- ment- ation Status
Economic Growth	1,287	1,027	1,287	Whilst delivery of savings in 2015/16 is on target there are risks going forward of waste tonnages increase as the economy moves out of recession.	A
Education & Learning	1,568	1,268	1,268	The reduction in spending on out of county SEN transport has been cancelled out by spending on additional pupil numbers in special schools. This will be covered by one off savings in the BU in 2015/16.	R
Localities & Communities	626	626	626		G
Public Health	0	0	0		
Transport	2,185	2,162	2,162	Forecast income for Stratford Park & Ride in 2015/16 is £23k lower than expected. Anticipated that long-term savings will be addressed through alternative delivery model for Stratford Park and Ride.	G
Total Communities Group	5,666	5,083	5,343		A
Childrens Social Care & Safeguarding	1,661	1,725	2,909		A
Early Help & Targeted Support	1,537	1,532	1,537		A
Professional Practice and Governance	1,610	1,456	1,610		A
Social Care & Support	11,676	10,570	13,134		A
Strategic Commissioning	696	187	696		A
Total People Group	17,180	15,470	19,886		A

Key
If a business unit's savings are forecast to be fully delivered in year it is shown as Green.
If savings are forecast to be less than fully delivered it is shown as Red.
The "Implementation Status" RAG rating relates to the whole of the 2014-18 savings plan.

Service	2015/16 Target	2015/16 Actual to Date	2015/16 Forecast Outturn	Comments	Imple- ment- ation Status
Customer Service	650	650	650		G
Finance	501	501	501		G
Human Resources & Organisational Development	561	561	561		G
Information Assets	1,067	1,067	1,067		G
Law & Governance	57	57	57		G
Physical Assets	1,092	780	1,092		G
Service Improvement & Change Management	540	540	540		A
Total Resources Group	4,468	4,156	4,468		A
Fire & Rescue	1,129	727	1,077	Control programme implementation now scheduled for early 2016/17. Shortfall in 2015/16 will be mitigated by one-off funding and underpends elsewhere.	A
Other Services	1,550	1,550	1,550		
Total Whole Authority	29,993	26,986	32,324		A

Economic Growth - Mark Ryder**Strategic Director - Monica Fogarty****Portfolio Holders - Councillor Cockburn (Deputy Leader & Rural Growth Network), Councillor Horner (Community Safety), Councillor Stevens (HS2),
Councillor Butlin (Transport & Planning), Councillor Clarke (Environment), Councillor Seccombe (Economy)****2015/16 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	230	15	245	245	0	
Waste Management	18,305	150	18,455	18,438	(17)	
HS2	300		300	300	0	
Regeneration Projects and Funding	972	100	1,072	1,072	0	
Going for Growth - Apprenticeship Hub	0		0	36	36	Funded from the reserves specifically identified for this project.
Strategic Economic Development	1,055	45	1,100	2,206	1,106	£743k Rural Growth Network and £150k Skills for Employment will be funded from reserves identified for these projects.
Economic Development - Business Centres	(455)		(455)	(472)	(17)	
Planning and Development Group	332		332	332	0	
Communities Resources	306		306	306	0	
Flood Management	601	20	621	622	1	
Archaeology and Ecology Advice	71	56	127	133	6	
Net Service Spending	21,717	386	22,103	23,218	1,115	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Waste Management	300			300		
Business Centres including Building Maintenance Liabilities	515			515		
Accommodation Reserve	29			29		
Service Savings	0		69	69		
Development Group Realignment	134			134		
S38 Developer Funding	940			940		
European Match Funding Reserve	287			287		
Flood Management Reserve	610			610		
Ecology & Archaeological Information and Advice	66		(6)	60	(6)	Grant funding received in 2014/15 which will be spent in 2015/16
Infrastructure Group Reserve	58			58		
G4G Apprenticeship Hub	103		(36)	67	(36)	All of the funding for this initiative is held in reserves as a result of project being extended to March 2017. This is the anticipated spend for 2015/16
Skills Delivery for Economic Growth	470		(151)	319	(150)	The 4 year settlement for the Skills for Employment initiative was re-profiled to reflect progress - £150k is required from reserves to supplement this years budget of £500k
Rural Growth Network	1,260		(991)	269	(743)	All of the grant funding for this project is held in reserves as it was drawn down from DEFRA at start of project. Currently forecasting a £991k spend in 2015/16 we are drawing down 75% of this to allow for variances in the outputs from our external providers during the year.
HS2 Phase 2	250			250		
Total	5,022	0	(1,115)	3,907	(935)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	725	725	725	725	725	725	725	
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.	11	11	11	11	11	11	11	
OOP/EG-B	Reducing the costs associated with Landfill sites by diverting more waste from landfill to energy from waste.	286	72	286	365	365	432	432	This will be in jeopardy if waste tonnages increase over the next 3 years. It is still the aim to divert from landfill, but if there is additional waste, then the costs will begin to rise even if Energy from Waste disposal is used.
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.	60	60	60	145	145	145	145	
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.	119	119	119	238	238	448	448	The 2016/17 saving of £119k is dependent on the decision taken in respect of Camp Hill Opportunities Centre.
OOP/EG-G	Reducing waste and increase recycling across the County.	61	15	61	257	257	570	570	We are seeing household and population growth across the County, putting extra pressure on achieving reductions in overall waste levels. Approximately 1.1 tonnes growth for each new household. Waste reduction is reliant on a comprehensive and focused approach to education and behaviour change across the County just to maintain current levels. There is also a risk element to this savings target due to issues in global recycle markets. e.g. wood, paper, plastics.
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.	25	25	25	25	25	123	123	
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.	0	0	0	0	0	94	94	
	Total	1,287	1,027	1,287	1,766	1,766	2,548	2,548	
	Target		1,287	1,287		1,766		2,454	
	Remaining Shortfall/(Over Achievement)		260	0		0		(94)	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
Flood Management														
11370000	Aston Cantlow Flood Alleviation	0	100	0	0	100	0	100	0	0	100	(0)	(0)	
Economic Development														
10086000	Optima Centre, Nuneaton	7,656	0	41	0	7,697	7,656	0	41	0	7,697	0	0	
10154000	Centenary Business Centre Phase 3	(10)	0	10	0	(0)	(10)	0	10	0	(0)	0	0	
10258000	Nuneaton and Bedworth Town Centre - Queens Road West Improvements	586	134	0	0	720	586	134	0	0	720	0	0	
11208000	Rural Growth Network	200	49	0	0	249	200	49	0	0	249	(0)	(0)	
Waste Management														
10207000	Waste Strategy - Waste Treatment & Transfer Facility	720	550	218	0	1,488	720	673	95	0	1,488	123	0	Upgrade to Wellsbourne Household Recycling centre was expected to take place in furture years but permissions have now been obtained to enable us to carry out the work in 2015/16..
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	5,559	10	0	0	5,569	5,559	27	0	0	5,586	17	17	Transfer balance from 11119000 HWRC Maintenance
11118000	HWRC Maintenance 2013/14	71	0	0	0	71	71	0	0	0	71	0	0	
11119000	HWRC Maintenance 2014/15	0	71	0	0	71	0	54	0	0	54	(17)	(17)	Transfer balance to 10454000 Lower House Farm.
11217000	HWRC Maintenance 2015/16	0	71	0	0	71	0	71	0	0	71	0	0	
11303000	HWRC Maintenance 2016/17	0	0	71	0	71	0	0	71	0	71	0	0	
11304000	HWRC Maintenance 2017/18	0	0	0	71	71	0	0	0	71	71	0	0	
11380000	Coventry & Solihull Waste Disposal Company Shares	35	0	0	0	35	35	0	0	0	35	0	0	
		15,162	1,030	340	71	16,603	15,162	1,153	218	71	16,603	123	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
No. of communities with active flood groups or flood wardens (KBM)	20	20	Green	Annual reporting measure	
No. of properties better protected from flooding through partnership working (KBM)	25	25	Green	Annual reporting measure	
% of businesses (in Warwickshire) who think the area is either an "excellent" or "good" place to do business (KBM)			N/A	No target set, baseline to be established. Awaiting results from the Coventry and Warwickshire Chamber's survey. Results will be reported at Q2.	
Number of planning applications responded to (KBM)			N/A	No target set, this measure is monitored for information. Numbers continue to rise, but significantly there has been an increase in 'Major' and large 'Minor' applications that take greater resources.	
Reduce the gap in productivity (GVA per job) with England average (KBM)	9.5	11	Red	Data from 2013 (latest currently available)	Productivity is a major issue and focus of activity over next few years
% of all planning applications processed within target (KBM)	70	70	Green	5 out of the 6 applications processed within Quarter 1 were determined within the statutory time period.	
Percentage of planning application response delivered within Service Level Agreements (KBM)	90	90	Green	This measure is currently for Ecology only. Response times far exceed those in the SLAs with Districts, illustrating an efficient service.	

Annex A Economic Growth

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Reduce the gap between best and worst wards in terms of unemployment rate (KBM)	7	7	Green	Data from Department for Work and Pensions (DWP) and relates to June 2015	
Number employed in key target growth sectors in Warwickshire (KBM)	72200	74300	Green	Data from Office for National Statistics (ONS) Business Register & Employment Survey. Data published c. 18 months in arrears. Latest data relates to 2013. 2014 data will be published in the Autumn.	
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)	78.3		N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.	
Waste Service cost per household (KBM)	75.54	75.54	Green	Year end forecast estimated using 2014-15 household figures due to late release of 2015-16 figures. Year end waste cost per household likely to be lower with 2015-16 figures	
% household waste re-used, recycled and composted (KBM)	55	55	Green		
Reduction of Kgs of residual household waste per household (KBM)	20	20	Green	Year end forecast estimated using 2014-15 household figures due to late release of 2015-16 figures. Year end reduction of household waste per household likely to increase with 2015-15 figures	
% Highway Authority applications which were responded to within target of 21 days (KBM)	80	80	Green	Over the first quarter 819 applications were received, of which 648 were responded to within the statutory 21 days.	

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

2015/16 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	332	461	793	813	20	
Head of Service - Education and Learning Service Support (Non-Trading)	2,939	(400)	2,539	1,480	(1,059)	This is partly a planned underspend achieved in preparation for future years savings targets. The early achievement in 15/16 has helped to net off non DSG overspends elsewhere in the Business Unit, particularly on SEN School Transport. Also, £0.305m of this underspend relates to the gross surplus targets set for traded services, an element of which is being requested as an in year move to an earmarked Traded Services Reserve.
Head of Service - DSG	58		58	58	0	
Head of Service - Total	3,329	61	3,390	2,351	(1,039)	
School Organisation and Planning	8,509		8,509	8,435	(74)	
School Organisation and Planning - WES Traded	(21)		(21)	(34)	(13)	
School Organisation and Planning - DSG	19,069	548	19,617	19,320	(297)	School Organisation & Planning are reporting an overspend of £0.200m on the 3&4 year old Flexible Free Entitlement offer, offset by a £0.489m underspend on the funded 2 year old offer. The latter is difficult to forecast accurately at this stage, as we have not yet had a full year of the current offer. Numbers of funded 2 year olds are slightly lower than anticipated, but the level of hours being taken up is higher. As these children go on to take up the 3&4 year old offer, they are tending to take up a higher number of hours than we have seen in the past, and this may have future implications for the 3 & 4 year old budget.
School Organisation and Planning - Total	27,557	548	28,105	27,721	(384)	
Vulnerable Learners	8,368		8,368	8,880	512	The overspend in Vulnerable Learners is caused by SEN Transport who are reporting an overspend of £0.624m. This has been partially offset by underspends in other areas of the service, including an early achievement of savings by Attendance, Compliance & Enforcement. The overspends in SEN transport are intrinsically linked to the pressures being seen on the Vulnerable Learners DSG budgets for SEND provision and savings are being anticipated from the work being undertaken to reduce the DSG costs. Plans are also being considered alongside the Home to School transport budget to achieve the future OOP savings targets in both areas.
Vulnerable Learners - WES Traded	(222)	(62)	(284)	(299)	(15)	
Vulnerable Learners - DSG	33,750	7,534	41,284	40,894	(390)	Vulnerable Learners are reporting an underspend of £0.324m on the SEN Out of County DSG budget. This is as a direct result of a more effective High Needs Panel with cases being scrutinised more closely and panel members being asked to consider other options.
Vulnerable Learners - Total	41,896	7,472	49,368	49,475	107	
Learning and Performance	2,073	93	2,166	2,119	(47)	
Learning and Performance - WES Traded	0	(52)	(52)	(52)	0	
Learning and Performance - DSG	3,038	97	3,135	3,409	274	The DSG overspend in Learning & Performance is as a result of overspends by the Northern and Central Area Behaviour Partnerships who are now being asked to report on a financial year rather than an academic year.
Learning and Performance - Total	5,111	138	5,249	5,476	227	
Adult Community Learning	(84)		(84)	(91)	(7)	
Schools related residual	2,365		2,365	2,577	212	This budget continues to be under pressure due to previous years pension agreements and in year school redundancies.
Schools related residual - DSG	2,615	(3,888)	(1,273)	2,550	3,823	Included within this overspend is the £4.148m planned deficit that was set at the start of the year that was needed to balance the DSG. A nil forecast has been recorded against this budget and any overs and unders on individual DSG budgets have been recorded above. This planned deficit is offset by a relatively small DSG underspend of £0.326m being forecast here which is mostly due to a change in the way Area Behaviour Partnerships overspends are being reported.
Schools related residual - Total	4,980	(3,888)	1,092	5,127	4,035	
Net Service Spending	82,789	4,331	87,120	90,059	2,939	
Non DSG	24,259	40	24,299	23,828	(471)	
DSG	58,530	4,291	62,821	66,231	3,410	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0		342	342		
Early Years Pupil Premium Implementation	31			31		
E&L Traded Services Reserve	0		129	129	129	
SEND Earmarked Reserve	748			748		
Total	779	0	471	1,250	129	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Saving Delivered in 2014/15	281	281	281	281	281	281	281	
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	16	16	16	60	60	127	127	
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.	250	250	250	250	0	250	0	The saving has been made in 2015/6 by using the SEND Implementation Grant, this is a fixed term solution and therefore it is recognised that there is still a need to make savings in future years. Plans are being considered in line with the additional burdens being created by the SEND reforms.
OOP/LA-E	Virtual School: The provision of a team of teachers to support the education of looked after children in schools would cease. Schools already have designated teachers for looked after children. The LA would continue to have a Virtual Head.	75	75	75	75	75	75	75	
OOP/LA-F	Responsibility will move to the early years sector to monitor and drive its own improvement. Also included in a restructure would be links with Health Visitors and the prioritisation of children for free childcare. Business support would have to be purchased by providers.	146	146	146	246	140	346	140	The savings target has been met for the current financial year but work is still underway to identify opportunities to make savings or increase income in future years.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Special school transport	300	0	0	350	50	600	130	A reduction in expenditure on Out of County SEN Transport has been cancelled out by an increase in expenditure as a result of a greater number of pupils in Special Schools and a reduction in residential placements. The shortfall has been met in this year by planned underspends elsewhere in the Business Unit.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Policy changes including removing exam year move transport, emergency address change transport, 16-19 medical transport and respite transport	0	0	0	92	47	158	79	Forecasts for future years reflect the potential savings identified in the June Cabinet report. Work is underway to identify further savings alongside the need to review current estimated savings given the dynamic nature of Home To School Transport.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of charging policy	0	0	0	86	44	148	71	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of specialist nursery provision	0	0	0	150	81	257	229	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Review of dangerous routes	0	0	0	291	95	500	220	

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Personalised travel allowances	0	0	0	292	89	500	179	Forecasts for future years reflect the potential savings identified in the June Cabinet report. Work is underway to identify further savings alongside the need to review current estimated savings given the dynamic nature of Home To School Transport.
OOP/LA-I and OOP/LA-J	Reduction in Transport Budget: Transport to grammar schools	0	0	0	163	86	280	181	
OOP/LA-K	Review of general support budget in line with the changes in services across the Business Unit	500	500	500	2,400	2,400	2,300	2,300	
OOP/LA-L	Unidentified transport savings - this is the balance of savings and will be identified through the development of resource base provision and the deployment of appropriate commissioning support	0			576	0	1,257	0	
Total		1,568	1,268	1,268	5,312	3,447	7,079	4,011	
Target			1,568	1,568		5,312		7,079	
Remaining Shortfall/(Over Achievement)			300	300		1,865		3,068	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10033000	Wellesbourne Library Phase 3 Childrens Centre	498	12	0	0	510	498	0	0	0	498	(12)	(12)	Costs misforecasted by departed project manager. No further costs now expected.
10044000	Newburgh Primary Warwick Extension	2,605	25	0	0	2,630	2,605	25	0	0	2,630	0	0	
10047000	Thomas Jolyffe Primary School Stratford Phase 3 Childrens Centre	305	12	0	0	317	305	0	0	0	305	(12)	(12)	Costs misforecasted. No further costs now expected. Project can now be removed from the Programme
10056000	Shipston Primary School Phase 3 Childrens Centre	522	16	0	0	538	522	0	0	0	522	(16)	(16)	Costs misforecasted. No further costs now expected. Project can now be removed from the Programme
10062000	Nuneaton Alderman Smith Artificial Turf Pitch 09/10	612	15	0	0	626	612	14	0	0	626	(0)	(0)	
10069000	Wolston Library Phase 3 Childrens Centre	178	4	0	0	182	178	0	0	0	178	(4)	(4)	Costs misforecasted. No further costs now expected. Project can now be removed from the Programme
10075000	Arden Hill Infant and Oakfield Junior Amalgamation Atherstone	611	39	0	0	650	611	39	0	0	650	(0)	(0)	

Annex B Education & Learning

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10225000	Boughton Leigh (Ph 2) Children's Centre Rugby	(36)	12	0	0	(24)	(36)	0	0	0	(36)	(12)	(12)	Estimated costs for company in liquidation. No viable costs submitted for payment 4 years after completion of works. Decision now made that no likely invoices to be incurred. Project can now be removed from the Capital Programme.
10233000	Kingsbury Primary (Ph2) Children's Centre	(4)	4	0	0	0	(4)	0	0	0	(4)	(4)	(4)	Estimated costs for company in liquidation. No viable costs submitted for payment 4 years after completion of works. Decision now made that no likely invoices to be incurred. Project can now be removed from the Capital Programme.
10238000	Oakfield (Ph2) Children's Centre Rugby	(5)	5	0	0	0	(5)	0	0	0	(5)	(5)	(5)	Estimated costs for company in liquidation. No viable costs submitted for payment 4 years after completion of works. Decision now made that no likely invoices to be incurred. Project can now be removed from the Capital Programme.
10251000	Stratford High School Extension	4,641	20	0	0	4,661	4,641	20	0	0	4,661	0	0	
10254000	St John's (Ph2) Children's Centre Leek Wootton	(12)	12	0	0	0	(12)	0	0	0	(12)	(12)	(12)	Estimated costs for company in liquidation. No viable costs submitted for payment 4 years after completion of works. Decision now made that no likely invoices to be incurred. These projects can now be removed from the Capital Programme.
10357000	Paddox Primary Amalgamation Rugby	1,772	79	0	0	1,851	1,772	79	0	0	1,850	(0)	(0)	
10442000	Woodloes Junior and Infant Amalgamation Warwick	9,931	143	0	0	10,075	9,931	143	0	0	10,074	(1)	(1)	
10513000	Education Capital - Earmarked Capital Receipts	0	550	0	0	550	0	550	0	0	550	0	0	
10554000	Devolved/School Level Budgets 2010/11 (Self-financed)	36,169	4,112	0	0	40,281	36,169	4,112	0	0	40,281	0	0	
11013000	Education Capital - Unallocated Contributions	0	350	0	0	350	0	350	0	0	350	0	0	
11064000	The Willows Primary Extension (Pupil Places) Stratford	3,038	62	0	0	3,100	3,038	62	0	0	3,099	(0)	(0)	
11065000	Boughton Leigh Junior Refurbishment (Pupil Places) Rugby	273	1	0	0	274	273	1	0	0	275	0	0	
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)	1,732	27	0	0	1,759	1,732	27	0	0	1,760	0	0	
11070000	Emscote Infants Extension (Pupil Places) Warwick	689	25	0	0	713	689	25	0	0	713	0	0	
11071000	Shipston Primary Alterations (Pupil Places)	481	0	0	0	481	481	0	0	0	481	0	0	
11073000	All Saints Junior Extension (Pupil Places) Warwick	797	153	0	0	950	797	153	0	0	950	(0)	(0)	
11074000	School Modernisation Block Header: Repairs and Maintenance	1,709	1	0	0	1,710	1,709	0	0	0	1,709	(1)	(1)	spend no longer expected in year
11076000	Schools Access Initiative Block Header	896	107	0	0	1,004	896	107	0	0	1,004	0	0	
11102000	Newdigate Primary (Pupil Places) Bedworth	878	25	0	0	903	878	25	0	0	903	0	0	
11105000	Lillington Primary (Pupil Places) Leamington Spa	1,769	30	0	0	1,799	1,769	30	0	0	1,799	0	0	
11106000	Amalgamation of Gun Hill and Herbert Fowler Schools (Arley Primary School)	3,734	15	0	0	3,749	3,734	15	0	0	3,749	0	0	

Annex B Education & Learning

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11174000	Kingsway Primary extension and reorg (pupil places)	986	35	0	0	1,021	986	35	0	0	1,021	0	0	
11177000	Schools Access Initiative 2012/13 block header	702	12	0	0	714	702	12	0	0	714	(0)	(0)	
11178000	Woodlands School (improve facilities)	296	12	0	0	308	296	12	0	0	308	0	0	
11180000	Welcombe Hills vehicle access alterations	8	442	0	0	450	8	442	0	0	450	0	0	
11182000	Ilmington Primary School replace temporary classrooms	595	2	0	0	597	595	2	0	0	597	0	0	
11183000	Clifton upon Dunsmore replace temporary classrooms	1,070	70	0	0	1,140	1,070	70	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)	
11199000	Budbrooke Primary Warwick extension (pupil places)	424	8	0		432	424	8	0	0	432	(0)	(0)	
11200000	The Ferncumbe extension (pupil places)	290	30	0		320	290	30	0	0	320	(0)	(0)	
11202000	Quinton Primary expansion (pupil places)	1,213	28	0	0	1,241	1,213	28	0	0	1,241	0	0	
11204000	Tysoe temporary classroom replacement	267	15	0	0	282	267	15	0	0	282	(0)	(0)	
11205000	Water Orton temporary classroom replacement	7	247	0	0	254	7	247	0	0	253	(0)	(0)	
11206000	Telford Infants temporary classroom replacement	265	22	0	0	287	265	22	0	0	288	0	0	
11207000	Telford Junior temporary classroom replacement	218	26	0	0	244	218	26	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 Infants temporary classroom replacement	285	5	0	0	290	285	5	0	0	290	0	0	
11211000	Coten End Primary Warwick expansion (pupil places)	2,440	444	0	0	2,884	2,440	535	0	0	2,975	91	91	Estimated Overspend of around £90,000 following receipt of estimated final account and pain:gain share allocation. Overspend is a result of additional costs for asbestos removal and associated costs of £65k and contribution of £25k towards Foundation stage landscaping where funds were lost due to capital works restrictions.
11247000	2 Year Old Offer - Capital Funding	644	65	0	0	709	644	65	0	0	709	(0)	(0)	
11249000	Bishopton School extension - targeted basic need	104	2,596	0	0	2,700	104	1,753	843	0	2,700	(843)	(0)	Problems obtaining planning permission together with a need to change contractors means that works are now set to start in October 2015 with completion in September 2016.
11250000	Brooke School extension - targeted basic need	914	536	0	0	1,450	914	36	0	0	950	(500)	(500)	£500,000 increase per cabinet report January 2015 allocated twice in error (once at qtr 3 and once at outturn), reduce allocation and return to E&L unallocated funds
11253000	Lapworth School extension - targeted basic need	213	437	0	0	650	213	437	0	0	650	(0)	(0)	
11255000	Paddox School extension - targeted basic need	297	2,353	0	0	2,650	297	2,353	0	0	2,650	0	0	
11256000	St Michael's CE School extension - targeted basic need	267	95	0	0	362	267	95	0	0	362	0	0	
11257000	Welcombe Hills School extension - targeted basic need	25	925	0	0	950	25	925	0	0	950	(0)	(0)	
11260000	St Marys Southam Fire damage	171	29	0	0	200	171	29	0	0	200	0	0	
11261000	Shipston High extension (pupil places)	1,395	275	0	0	1,670	1,395	275	0	0	1,670	(0)	(0)	
11262000	Cawston Grange extension (pupil places)	601	2,049	0	0	2,650	601	2,049	0	0	2,650	0	0	
11263000	Long Lawford extension (pupil places)	234	741	0	0	975	234	741	0	0	975	0	0	

Annex B Education & Learning

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11266000	St Benedict's extension (pupil places) Atherstone	142	25	0	0	167	142	25	0	0	167	(0)	(0)	
11267000	2013-14 Schools Disability Access block header	195	381	0	0	576	195	381	0	0	576	(0)	(0)	
11269000	Woodlands Special School (pupil places)	362	33	0	0	395	362	33	0	0	395	(0)	(0)	
11270000	Shipston Primary extension	13	77	0	0	90	13	342	0	0	355	265	265	Original project was to install servery kitchen. School has since become an academy and now requires full production kitchen. Increase in costs funded by section 106 funds and other contributions.
11271000	Alcester St Nicholas Academy extension	310	10	0	0	320	310	10	0	0	320	(0)	(0)	
11313000	Aylesford Primary School - new primary provision at Aylesford school	786	2,214	0	0	3,000	786	2,214	0	0	3,000	(0)	(0)	
11320000	Shipston High temporary classroom	79	101	0	0	180	79	101	0	0	180	(0)	(0)	
11321000	Long Lawford Pri temporary classroom	185	0	0	0	185	185	30	20	0	235	30	50	Extra expenditure of £50,000 predicted for extra hiring charges for 1 double classroom as requested by E&L from September 2015 to September 2016. Approved by Council 21st July 2015 (remaining £100k allocation assigned to project 11387000).
11322000	Whitnash primary basic need provision	21	629	0	0	650	21	629	0	0	650	(0)	(0)	
11323000	Boughton Leigh Jnr basic need provision	27	273	0	0	300	27	273	0	0	300	0	0	
11331000	Newburgh Primary School - New Play Area	11	139	0	0	150	11	139	0	0	150	0	0	
11345000	Paddox Primary School - New Temporary Classroom	0	100	0	0	100	0	100	0	0	100	(0)	(0)	
11346000	Brooke School - Conversion of Existing Spaces	0	400	100	0	500	0	400	100	0	500	0	(0)	
11348000	St James Southam - Fencing to School Boundary	45	5	0	0	50	45	5	0	0	50	(0)	(0)	
11350000	New AEN School McIntyre Discovery Academy (Former Manor Park)	13	6,267	0	0	6,280	13	5,987	0	0	6,000	(280)	(280)	Revised project costs to reflect new solution per cabinet report December 2014, spare funds returned to E&L unallocated balance
11351000	Former Bridgeway CSS Centre - New KS2 Annexe For All Saints CE Infant School Bedworth	80	1,120	200	0	1,400	80	1,320	0	0	1,400	200	(0)	Works are due for completion in September 2015 so all costs now to be spent in year.
11384000	New School, The Gateway, Rugby	0	0	0	0	0	0	315	2,835	0	3,150	315	3,150	Recommended by Cabinet in July for approval by Council in September.
11386000	Long Lawford Primary permanent expansion	0	0	0	0	0	0	295	2,655	0	2,950	295	2,950	Recommended by Cabinet in July for approval by Council in September.
11387000	Long Lawford temporary arrangements	0	0	0	0	0	0	100	0	0	100	100	100	Approved by the Deputy Leader on the 11th August.
11389000	All Saints Primary, Nuneaton, replace temporary classrooms with new extension	0	0	0	0	0	0	75	675	0	750	75	750	Recommended by Cabinet in July for approval by Council in September.
11390000	Nathaniel Newton Infants, internal alterations re bulge class	0	0	0	0	0	0	75	0	0	75	75	75	Approved by the Deputy Leader on the 11th August.
11391000	New school, South Warwick	0	0	0	0	0	0	305	2,745	0	3,050	305	3,050	Recommended by Cabinet in July for approval by Council in September.
11392000	St Peters Barford, expansion	0	0	0	0	0	0	33	297	0	330	33	330	Recommended by Cabinet in July for approval by Council in September.
11393000	Minor Works Block Header 2015/16	0	0	0	0	0	0	400	0	0	400	400	400	Recommended by Cabinet in July for approval by Council in September.

Annex B Education & Learning

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11401000	Hillmorton Primary Permanent Expansion	0	0	0	0	0	0	295	2,655	0	2,950	295	2,950	Recommended by Cabinet in July for approval by Council in September.
11402000	Hillmorton Primary Temporary Classroom	0	0	0	0	0	0	150	0	0	150	150	150	Approved by the Deputy Leader on the 11th August.
11403000	St Michael's CE Primary, Bedworth Permanent Expansion	0	0	0	0	0	0	90	810	0	900	90	900	Recommended by Cabinet in July for approval by Council in September.
11404000	Shipston Academy - Contribution to replacement gym	0	0	0	0	0	0	100	0	0	100	100	100	Recommended by Cabinet in July for approval by Council in September.
11405000	Southam College - Expansion	0	0	0	0	0	0	900	100	0	1,000	900	1,000	Recommended by Cabinet in July for approval by Council in September.
11406000	SEN Resource base provision - Primary Schools (Stockingford, Outwoods and Rokeby)	0	0	0	0	0	0	150	0	0	150	150	150	Recommended by Cabinet in July for approval by Council in September.
11407000	SEN Resource base provision - Secondary Schools (Harris and George Eliot)	0	0	0	0	0	0	100	0	0	100	100	100	Recommended by Cabinet in July for approval by Council in September.
11408000	Boughton Leigh Junior Specialist Inclusion Support Group	0	0	0	0	0	0	40	360	0	400	40	400	Recommended by Cabinet in July for approval by Council in September.
11409000	New SEN provision - Complex Mental Health needs	0	0	0	0	0	0	195	0	0	195	195	195	Recommended by Cabinet in July for approval by Council in September.
11410000	Canon Evans CoFe Infant School - Universal Free School Meals	0	0	0	0	0	0	109	0	0	109	109	109	Approved by the Deputy Leader on the 11th August.
11411000	Race Leys Infant School - Universal Free School Meals	0	0	0	0	0	0	144	0	0	144	144	144	Approved by the Deputy Leader on the 11th August.
11412000	St Francis Catholic Primary School - Universal Free School Meals	0	0	0	0	0	0	46	0	0	46	46	46	Approved by the Deputy Leader on the 11th August.
11413000	Hampton Lucy CoFe Primary - Universal Free School Meals	0	0	0	0	0	0	200	0	0	200	200	200	Approved by the Deputy Leader on the 11th August.
11414000	Stratford Girl's Grammar - S106 Contribution re: 6th form provision	0	0	0	0	0	0	300	0	0	300	300	300	Recommended by Cabinet in July for approval by Council in September.
		92,604	29,152	300	0	122,056	92,604	32,453	14,095	0	139,152	3,301	17,096	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary
Closing the Gap - Attainment: Key Stage 2 (Primary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving level 4 or above in reading, writing and maths (KBM)	15	15	Green	Next data available January 2016. Provisional data normally becomes available in October from the LA BCI team but is not finalised until January. Published data is available in the DfE Statistical First Release. The AY 2014/15 target is 15% and will be available in January 16. Forecast currently reflects target.
Closing the Gap - Attainment: Key Stage 4 (Secondary): % gap between the achievement of disadvantaged pupils and non-disadvantaged pupils: % achieving 5 or more A*-C grades inc English & maths (KBM)	15	15	Green	Next data is available January 2016. Provisional data normally becomes available in October from the LA BCI team but is not finalised until January. Published data is available in the DfE Statistical First Release. The AY 2014/15 target is 15% and will be available in January 16. Forecast currently reflects target.
% of 16-19 year olds not in education, employment or training (NEET) (KBM)	4.5	4	Green	Next data available March 16. NEET's figures are the average of the proportion of NEET 16-19 year olds at the end of November, December and January. The DfE publish the official figures in the following spring. The Nov 15, Dec 15 and Jan 16 figure is expected in March 16 as the DfE are improving the timeliness of this data. The target for Nov 15, Dec 15 and Jan 16 is 4.0%. The figure for Nov 14, Dec 14 and Jan 15 stands at 5.1%. End of year forecast reflects the end of year target.
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)	59.4		N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.
Percentage of pupils attending schools (including nurseries) judged good or outstanding by Ofsted (KBM)	80	80	Green	Next data available December 2015. Ofsted release data every December reporting on the LA position at the end of August. Data 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 childminders. Target for AY 14/15 is 80% and AY 15/16 is 85%.

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

2015/16 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	425		425	1,051	626	Phase two of the Priority Families (PF) programme is predicated upon a draw-down of previously earmarked funding beyond that provided within the PF budget. This resources is held within the dedicated PF and Family Intervention Project (FIP) reserves. At this stage a request to transfer the 461,000 held in the FIP reserve is being made, however it is expected that a further request will be made from the PF reserve at quarter two on the basis of a more informed forecast
Community Safety	216	5	221	243	22	
Domestic Abuse	289	20	309	434	125	Additional funding allocated to fund IDVA (Independent Domestic Abuse Advisors) as currently underprovided to be funded from service reserves
Drug and Alcohol Action Team	462		462	465	3	
Heritage and Culture Warwickshire	956		956	978	22	
Archaeology Projects (Non WES - Traded Service)	(9)		(9)	(33)	(24)	Expectation that additional income will be received
Heritage Education (WES - Traded Service)	(1)		(1)	(1)	0	
Rural Services	185	(20)	165	165	0	
Country Parks	173		173	173	0	
Forestry	164		164	164	0	
Gypsy and Traveller Services	(50)	6	(44)	(44)	0	
Localities and Community Safety Management	429		429	429	0	
Localities and Partnerships	2,885	62	2,947	2,947	0	
Emergency Management	160		160	160	0	
Trading Standards	1,275	20	1,295	1,274	(21)	
Youth Justice Service	1,323	245	1,568	1,589	21	
Net Service Spending	8,882	338	9,220	9,994	774	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
DAAT Reserves	451			451		
Museum Development Fund	232			232		
Museum Ethnographic Fund	18			18		
Records Purchase Fund	19			19		
Records Donations Fund	58			58		
Savings (TO BE RENAMED L&CS General Reserves)	243		(148)	95		
Family Intervention Project	461		(461)	0	(461)	To be used as a contribution towards phase two of the Priority Families (PF) programme
Trading Standards	52			52		
Proceeds of Crime	27			27		
Community Safety Statutory Reviews	105			105		

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Secure Remand Reserve	406			406		
Priority Families Reserve	1,382		(165)	1,217		
Heritage and Culture Services - Our Warwickshire	190			190		
Total	3,644	0	(774)	2,870	(461)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Savings delivered in 2014/15	240	240	240	240	240	240	240	
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	69	69	69	119	119	139	139	
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	25	25	25	75	75	170	170	
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. We will also develop our service delivery and commissioning approach with partners and the voluntary sector.	140	140	140	140	140	140	140	
OOP/LCS-D	Heritage and Culture Warwickshire - Large service reductions in some heritage & culture services and a focus on increasing volunteering and commercial viability.	152	152	152	325	325	413	413	
OOP/LCS-E	Localities and Partnerships - Delete the element of the savings plan relating to cuts to direct voluntary and community sector funding. Re-profile the structure of the Localities and Partnerships Team ensuring a reallocation of resources to directly support the voluntary sector and front line community development work. As part of this redesign the councillor grant scheme is to remain at £5,000 per councillor.	0	0	0	0	0	100	100	
OOP/LCS-F	Reviewing alternative delivery models to enable Country parks to become self financing	0	0	0	178	178	306	306	
OOP/LSC-G	Increasing income levels and identify savings to make Forestry self financing	0	0	0	27	27	53	53	
	Total	626	626	626	1,104	1,104	1,561	1,561	
	Target		626	626		1,104		1,561	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 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	51	0	0	0	51	51	50	0	0	101	50	50	This is an extension to the digitization project, specifically it will fund the further digitisation of hard documents to electronic records. This is being funded by £50k that is being reallocated from section 106 funding for which the original requirement have been met.
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	400	0	0	0	400	400	0	0	0	400	0	0	
11342000	Grant to ESH Works for peer led residential recovery housing	155	0	0	0	155	155	0	0	0	155	0	0	
11343000	Purchase of new pool vehicle for Trading Standards Service VE14 DJV	10	0	0	0	10	10	0	0	0	10	0	0	
11344000	Purchase of Mass Calibration Comparators	45	0	0	0	45	45	0	0	0	45	0	0	
11368000	Purchase of new minibus for Youth Justice Service BX11 KYN	22	0	0	0	22	22	0	0	0	22	0	0	
11369000	Purchase of new pool vehicle for Trading Standards Service LC61 ZFG	8	0	0	0	8	8	0	0	0	8	0	0	
11415000	Market Hall Museum - "Our Warwickshire"	0	0	0	0	0	0	754	282	0	1,036	754	1,036	Approved by Cabinet 11/6/2015.
Countryside														
10260000	Leam. To Rugby Disused Railway Line - 2002/03	73	27	0	0	100	73	0	27	0	100	(27)	0	
10318000	Kenilworth Connect2	3	0	0	0	3	3	0	0	0	3	0	0	
11022000	Countryside Maintenance - Base Programme 2012/13	588	24	0	0	612	588	24	0	0	612	0	0	
11023000	Countryside Maintenance - Base Programme 2013/14	213	2	0	0	215	213	2	0	0	215	(0)	(0)	
11120000	Countryside Rural Services Capital Maintenance 2014/15	194	10	0	0	204	194	14	0	0	208	4	4	This is additional cost relating to the supply and installation of a childs play area at Kingsbury Country Park. It has been offset by a reduction to the use of corporate resources against 11218000.
11218000	Countryside Rural Services Capital Maintenance 2015/16	0	270	69	0	339	0	266	69	0	335	(4)	(4)	
11301000	Countryside Rural Services Capital Maintenance 2016/17	0	0	122	0	122	0	0	122	0	122	0	0	
11302000	Countryside Rural Services Capital Maintenance 2017/18	0	0	0	122	122	0	0	0	122	122	0	0	
		1,795	351	191	122	2,459	1,795	1,128	500	122	3,545	777	1,086	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary
No. of violence against the person (including domestic abuse & sexual offences) (KBM)	5623	6521	Red	This is a composite measure and will be monitored accordingly. There has been a change in the way Police record incidents and last year's reports are being 're-crime'd'. This will have a dramatic effect on numbers of crimes recorded in this year and some effect going forward. This makes year on year comparisons difficult. (Current forecast reflects inclusion of last year's data)
No of ASB incidents (KBM)	17647	17722	Amber	There has been a change in the way Police record incidents and last year's reports are being 're-crime'd'. This will have a dramatic effect on numbers of crimes recorded in this year and some effect going forward. This makes year on year comparisons difficult.
% of repeat presentations for drug and alcohol use (KBM)	4	4	Green	Lower is better. Relatively small numbers have disproportionate impact on data.
No. of positive outcomes arising from councillor support inc community forums (KBM)	450	450	Green	
Rate of proven re-offending by young offenders (KBM)	0.68	0.68	Green	Latest available data (July 2012 – June 2013) cohort shows a frequency rate (average number of re-offences per offender) of 0.73 per person and a binary rate (proportion of offenders who re-offend) of 29.2%. This is a slight decline compared with the same period last year. This mirrors national trends. Warwickshire continues to outperform the National average, West Midlands region and its YOT family group.
Successful Payment by Result claims submitted for Phase2 families as a % of total number of Phase 2 families (KBM)	10	10	Green	The Programme started 3 months ago and there has not been enough time to progress our work to the stage of PbR claims. We will be in a better position to judge progress at Year End
Total % of drug and alcohol users successfully completing structured treatment (KBM)	26	26	Green	Higher is better. Year end target 26% stretch target 26.5%
Total value of volunteer hours recorded (£) (KBM)	2900000	2900000	Green	WCC Service Volunteer Hours will be measured for Q2
% Emergency Plans & Procedures that are reviewed, tested and within their review period (KBM)	90	100	Green	This is an annual indicator
% of business satisfaction levels with TS (KBM)	86	86	Green	Data as at end of April. This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported 2 months in arrears.
% satisfied TS customers (KBM)	86	86	Green	Data as at end of April. This survey is completed monthly; surveys are sent to customers post-service and to allow for sufficient time for responses data is reported 2 months in arrears.
% targeted formal enforcement actions which are successful (KBM)	86	86	Green	
Total number of individuals taking part in engagement activities delivered across the County (H&C) (KBM)	16250	16250	Green	On target with anticipated closure of Market hall Museum for refurbishment works Oct 15 - May 16
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)	73.9		N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.
No. of individuals taking part in Country Park environmental activities across the County (KBM)	28000	28000	Green	

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

2015/16 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	2,056	75	2,131	2,126	(5)	
Health Improvement	11,842	78	11,920	12,215	295	Commitment to fund additional activity (totalling £317,000) as part of transfer of Family Nursing responsibilities - To be funded from specific reserve. This is offset by under-spends on Physical Activity and Child Measurement
Health Protection	4,370	97	4,467	4,443	(24)	
Population Health	195	18	213	213	0	
Wider Determinants	1,493	(147)	1,346	1,397	51	
Net Service Spending	19,956	121	20,077	20,394	317	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Family Nurse Partnership	678		(317)	361	(317)	To fund additional Family Nursing activity in line with the approach agreed by corporate board and portfolio holder in 2014/15
Savings	1,010			1,010		
Total	1,688	0	(317)	1,371		

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/PH-A	Redesigning current ways of working and the arrangements for external contracts	0	0	0	600	600	600	600	
OOP/PH-B	Target the provision of health checks where most needed across the county.	0	0	0	0	0	1200	1200	
OOP/PH-C	Implementation of Digital by Default and other electronic systems to support the delivery of public health services.	0	0	0	100	100	100	100	
OOP/PH-D	Reduction in the contribution to overheads, reflecting more cost effective ways of working	0	0	0	100	100	100	100	
	Total	0	0	0	800	800	2,000	2,000	
	Target		0	0		800		2,000	
	Remaining Shortfall/(Over Achievement)		0	0		0		0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)	89.8		N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.
% improvement recorded (Use Warwick and Edinburgh Mental Being Score) following interventions (KBM)			N/A	No target set, new measures, target to be confirmed. Data not yet available.
% of Breastfeeding initiated (KBM)	73		N/A	Refresh data available at end of July
% of children aged 11 who are obese (KBM)	15.6		N/A	Not available until Autumn 2015
% of infants being breastfed at 6-8 weeks (breastfeeding prevalence) (KBM)	43		N/A	Refresh data available at end of July
% of women smoking in pregnancy (Coventry Rugby CCG) (KBM)	12.2		N/A	2014/15 Q1 data will be available August 2015, Q4 2014/15 data has been reported as 12.3%
% of women smoking in pregnancy (South Warwickshire CCG) (KBM)	8.6		N/A	2015/16 Q1 data will be available August 2015, Q4 2014/15 data has been reported as 8.7%
% of women smoking in pregnancy (Warwickshire North CCG) (KBM)	13.9		N/A	2015/16 Q1 data will be available August 2015, Q4 2014/15 data has been reported as 14%
No. of individuals completing the Healthy Lifestyle programme. (KBM)			N/A	No target set, this is a new measure, baseline to be established.
Number of people with dementia accessing post diagnosis wellbeing support (KBM)	5349		N/A	Data not yet available.
Teenage conception rate per 1,000 population (KBM)	21.9		N/A	These rates are reported from a national database and are 18 months out of date when we receive them. The annual figure for Warwickshire is 23.4 provided in 25 th February for 2013/14 . This rate was 0.9 down on the previous reporting period.
Uptake of low level Mental Health and Well-being services (level of access) by Warwickshire residents (KBM)	15307		N/A	Data not yet available.
Number of people stopping smoking (4 week quit data) (KBM)	2184	2378	Green	2015/16 Q1 data will be available August 2015, Q4 2014/15 data has been reported as 2162 in 2014/15

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

2015/16 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 and Highways Management	807	153	960	960	0	Request £288k debt repayment from funds released from earlier repayment of debt.
Road Safety and Traffic Projects	381	160	541	536	(5)	
Minibus Driver Training (WES Traded Service)	(2)		(2)	(2)	0	
Minibus Driver Training (Non WES Traded Service)	(8)		(8)	(8)	0	
Transport Planning	876	0	876	1,073	197	Variance includes planned revenue spend on Kenilworth Station driver training (£165) and planned additional activity on Transport Development (£45k). This will be offset by additional income from Streetworks activity.
Civil Parking Enforcement	(1,302)		(1,302)	(1,302)	0	
Stratford Parkway and Park and Ride	79		79	102	23	Reduced fare income
Network Management (Streetworks)	(386)		(386)	(1,020)	(634)	Increased income from utilities
County Highways	14,905	1,014	15,919	15,919	0	
Rights of Way Management	305		305	295	(10)	
Design Services (Traded Service)	(434)		(434)	(434)	0	
Design Services General Functions	195		195	195	0	
Traffic Signals	314		314	314	0	
Bridge Maintenance	562		562	613	51	Overspend funded from reserves
County Fleet Management and Maintenance (WES Traded Service)	(16)		(16)	(16)	0	
County Fleet Management and Maintenance (Non WES Traded Service)	(381)		(381)	(381)	0	
Transport Operations	2,439	(52)	2,387	2,387	0	
Concessionary Travel	7,334	325	7,659	7,059	(600)	Based on latest projections from consultants
Net Service Spending	25,668	1,600	27,268	26,290	(978)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Speed Awareness Workshops	920			920		
Street Lighting Energy Reduction	0			0		
Kenilworth Station	421			421		
County Fleet Maintenance Reserve	25			25		
Concessionary Travel Reserve	150		600	750		
Design Services Reserve	271		(51)	220	(51)	To Fund Bridge Maintenance pressure
Traffic Model Revenue Fund	109		(55)	54	(52)	To fund updates to Traffic Model
Savings	0		484	484		
Total	1,896	0	978	2,874	(103)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/TH-A	Savings delivered in 2014/15	1,174	1,174	1,174	1,174	1,174	1,174	1,174	
OOP/TH-F	Funding from Speed Awareness / Driver training is expected to generate sufficient income to fund safety cameras without any additional WCC subsidy.	70	70	70	70	70	70	70	
OOP/TH-I	Tender the Civil Parking Enforcement Operation and increase on street parking charges.	543	543	543	523	523	920	920	
OOP/TH-J	Introduce permit scheme for street works for which a charge can be made.	300	300	300	400	400	400	400	
OOP/TH-K	Increase usage of Stratford park and ride so that it becomes self financing.	98	75	75	118	118	121	121	Forecast income in 2015/16 is £23 lower than expected. Anticipated that long term savings will be addressed through alternative delivery model for Stratford Park and Ride.
OOP/TH-L	Reduction in street lighting energy costs	0	0	0	300	300	300	300	
OOP/TH-M	New ways of funding of road safety education and to be reduced by the redirection of all savings from the planned early repayment of self-financed borrowing in Transport and Highways.	0	0	0	214	214	214	214	
OOP/TH-O	Reduction in highway drainage maintenance.	0	0	0	0	0	200	200	
OOP/TH-P	Review the policy for subsidised public transports services with a view to making a reduction in the overall public transport subsidy and re tender services.	0	0	0	0	0	500	500	
OOP/TH-Q	Reduce capacity to develop Going for Growth bids	0	0	0	0	0	200	200	
Total		2,185	2,162	2,162	2,799	2,799	4,099	4,099	
Target			2,185	2,185		2,799		4,099	
Remaining Shortfall/(Over Achievement)			(23)	(23)		0		0	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000	
Major Projects														
10144000	A429 Barford By-Pass	10,801	31	0	0	10,832	10,801	31	0	0	10,832	(0)	(0)	
10203000	Rugby Western Relief Road	58,947	1,043	340	166	60,496	58,947	700	550	299	60,496	(343)	(0)	The forecast has been adjusted to take account of advice from an external land agent on the likely timing of the compensation payments.
10362000	Kenilworth Station	3,684	3,296	5,115	26	12,121	3,684	1,700	6,737	0	12,121	(1,596)	0	
11333000	Kenilworth Station Contingency	0	-	1495	0	1,495	0	0	1,495	0	1,495	0	0	
10366000	Stratford-upon-Avon Local Sustainable Transport Project	5,507	100	50	0	5,657	5,507	101	50	0	5,658	1	1	
10981000	NUCKLE	1,878	879	0	0	2,757	1,878	28	0	0	1,906	(851)	(851)	Transfer between 10981000 and 11383000
11221000	M40 Junction 12	3,506	6,593	0	0	10,100	3,506	7,243	0	0	10,749	650	650	Approved by Deputy Leader 21st August 2015. Finances from S278 developer funds.
11272000	Rugby Gyratory Improvements	1,178	326	0	0	1,504	1,178	326	0	0	1,504	(0)	(0)	
11339000	Bermuda Connectivity	54	1,171	2477	0	3,702	54	450	850	2,348	3,702	(721)	0	Further details about the requirements for the scheme have been identified during the development of the proposals. As a consequence of this, the scheme delivery programme has been adjusted.

Annex E Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000	
11383000	Nuckle 1.2 Coventry - Nuneaton Rail Upgrade							851	0	0	851	851	851	Transfer between 10981000 and 11383000
Structural Maintenance of Roads														
11129000	Highways Maintenance 2014/15	18,683	349	0	0	19,032	18,683	0	0	0	18,683	(349)	(349)	Incorrect code should be block header 11219000
11219000	Highways Structural Maintenance 2015/16	0	13,143	0	0	13,143	0	13,595	0	0	13,595	452	452	Additional budget from previous year's unspent fund on project 11129000 £349,000, plus £103,000 of additional maintenance funded from revenue.
11361000	Highways Maintenance 16-17	0	0	12,160	0	12,160	0	0	12,160	0	12,160	0	0	
11362000	Highways Maintenance 17-18	0	0	0	11,801	11,801	0	0	0	11,801	11,801	0	0	
11309000	Traffic Signals 2014-15	169	108	0	0	277	169	77	14	0	259	(31)	(18)	Some scheme came under the estimated budget and some came over the estimated budget
11381000	Traffic Signals 2015-16	0	250	0	0	250	0	250	0	0	250	0	0	
Various	Area Delegated Funding up to 14-15	5,152	1,762	0	0	6,913	5,152	1,763	0	0	6,915	1	1	
11352000	Area Delegated Funding 15-16	0	2,000	0	0	2,000	0	1,740	0	0	1,740	(260)	(260)	Transfer between 11352000 and 11396000
11353000	Area Delegated Funding 16-17	0	0	2,000	0	2,000	0	0	2,000	0	2,000	0	0	
11354000	Area Delegated Funding 17-18	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	
11396000	County Highways Area Delegated Funding	0	0	0	0	0	0	260	0	0	260	260	260	Agreed works programme with various County Councillor's
Structural Maintenance of Bridges														
10413000	Structural Maintenance of Bridges 2009/10	1,399	0	0	0	1,399	1,399	2	0	0	1,401	2	2	
10421000	Portobello Bridge	517	22	55	1,466	2,060	517	22	55	1,466	2,060	(0)	(0)	
10977000	Minor Bridge Maintenance Schemes 2011/2012	3	49	0	0	52	3	49	0	0	52	0	0	
11171000	Minor Bridge Maintenance Schemes 2012/2013	2,230	86	0	0	2,316	2,230	87	0	0	2,317	1	1	
11241000	Minor Bridge Maintenance Schemes 2013/2014	60	45	0	0	105	60	76	0	0	135	31	31	Transfer between 11241000 and 11382000
11308000	Minor Bridge Maintenance schemes 2014/2015	585	247	0	0	833	585	247	0	0	832	(0)	(0)	
11382000	Minor Bridge Maintenance schemes 2015/2016	0	1,350	0	0	1,350	0	1,319	0	0	1,319	(31)	(31)	Transfer between 11241000 and 11382000
Integrated Transport														
10192000	Safety Camera Funded Schemes	1,315	158	150	0	1,624	1,315	158	150	0	1,623	(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	453	18	0	0	471	453	18	0	0	471	(0)	(0)	
10385000	Warwick, Myton Rd Cycle Link (Myton and Warwick School)	0	0	132	0	132	0	0	132	0	132	0	0	
10434000	North West Warwick Cycle Scheme	768	8	0	0	777	768	8	0	0	777	(0)	(0)	
10924000	Imps to foot/cycleways 2005/2006 (pava-h) improv2	12	4	0	0	16	12	4	0	0	16	0	0	
11060000	Renewal Of Vehicle Activated Signs	37	34	0	0	70	37	34	0	0	70	(0)	(0)	
11100000	Footbridge at Stratford Town Station	1,051	653	0	0	1,704	1,051	653	0	0	1,704	(0)	(0)	

Annex E Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000	
11126000	Casualty Reduction Schemes 2012/13	223	8	0	0	231	223	8	0	0	231	0	0	
11127000	Casualty Reduction Schemes 2013/14	308	111	0	0	419	308	111	0	0	419	0	0	
11128000	Casualty Reduction Schemes 2014/15	64	132	0	0	196	64	132	0	0	196	0	0	
11191000	Earlswood Crossroads realignment of a junction	22	1	0		23	22	0	0	0	22	(1)	(1)	
11192000	Access to Stations - Warwick	93	5	0	0	98	93	5	0	0	98	(0)	(0)	
11193000	Access to Stations - Leamington	168	39	0	0	207	168	39	0	0	207	(0)	(0)	
11244000	Leamington Bus / Rail Interchange	59	0	0	0	59	59	0	0	0	59	0	0	
11280000	Safer routes to schools and 20mph school safety zones 14/15	7	743	0	0	750	7	(7)	0	0	0	(750)	(750)	£750,000 moved to later years' allocation.
11281000	Safer routes to schools and 20mph school safety zones 15/16	0	1000	0	0	1,000	0	220	0	0	220	(780)	(780)	Predicted capital expenditure in 2015/16 is £220,000. This is less than the budget as consultation has only recently been approved.
11282000	Safer routes to schools and 20mph school safety zones 16/17	0	0	750	0	750	0	0	1,200	580	1,780	0	1,030	Balance transferred in from 2015/16 and 2016/17 allocations.
11330000	Fillongley Crossroads realigning crossroad junction	7	153	0	0	160	7	153	0	0	160	0	0	
11355000	Casualty Reduction Schemes 15/16	0	350	0	0	350	0	350	0	0	350	0	0	
11356000	Casualty Reduction Schemes 16/17	0	0	350	0	350	0	0	351	0	351	0	1	
11357000	Casualty Reduction Schemes 17/18	0	0	0	350	350	0	0	0	350	350	0	0	
11358000	School Safety Zones 15/16	0	1750	0	0	1,750	0	300	0	0	300	(1,450)	(1,450)	Project start up delays. Member Task Group still to decide what criteria is used to identify and prioritise schemes. Balance transferred to subsequent years.
11359000	School Safety Zones 16/17	0	0	1250	0	1,250	0	0	1,450	1,250	2,700	0	1,450	Balance transferred from 2015/16 allocation.
S106 and Other Developer Funded Schemes														
10382000	Warwick Town Centre Traffic Management	975	6	0	0	981	975	6	0	0	981	0	0	
11054000	Rugby, Hunters Ln - Through Route New Tech Dr To Newbold Rd	21	349	0	0	370	21	349	0	0	370	(0)	(0)	
11329000	Southam Town Centre Enhancements	68	282	0	0	350	68	282	0	0	350	0	0	
Community Safety, Public Transport and Other														
11125000	Street Lighting Column Replacement 2014/2015	1,186	52	0	0	1,238	1,186	52	0	0	1,238	0	0	
11220000	Street Lighting Column Replacement 2015/2016	0	720	0	0	720	0	720	0	0	720	0	0	
11279000	Pump Priming allocation for LED street lighting	1,036	91	0	0	1,127	1,036	91	0	0	1,127	0	0	
11360000	LED Street Lights March Funding	0	3,000	2,000	0	5,000	0	3,000	2,000	0	5,000	0	0	
Total Transport & Highways (excluding S.278 schemes)		140,411	42,525	28,324	15,809	227,069	109,031	37,609	29,193	20,094	227,307	(4,916)	238	

Annex E Transport

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000		
Section 278 Funded Developer Schemes															
10257000	South west Warwickshire Fisher Brook Flood Alleviation	868	109	0	0	977	868	109	0	0	977	0	0		
10438000	Leamington, Junction Alterations at Former Potterton Works	4	396	0	0	401	4	396	0	0	401	0	0		
11079000	Former Cattle Market Site in Stratford	1,191	113	0	0	1,304	1,191	113	0	0	1,304	(0)	(0)		
11095000	NVC Pressings - A3400 Birmingham Rd.	756	0	0	0	756	756	0	0	0	756	0	0		
11194000	Minor Developer Funded Schemes 2013/14	73	131	0	0	205	73	175	0	0	249	44	44	Increased cost of developer funded schemes commenced in 2013/14. The additional cost will be met by developer contributions.	
11195000	Minor Developer Funded Schemes 2014/15	74	176	0	0	250	74	176	0	0	250	(0)	(0)		
11196000	Minor Developer Funded Schemes 2015/16	0	250	0	0	250	0	250	0	0	250	0	0		
11197000	Ford Foundry - Highway Improvement Works	4,706	13	0	0	4,719	4,706	13	0	0	4,719	0	0		
11306000	New Roundabout for Residential Development off Friday Furlong, Waterloo Road, Bidford-On-Avon	348	42	0	0	390	348	42	0	0	390	0	0		
11307000	New Footway/Cycleway to connect Insight Park to Southam along Welsh Road East	1	109	0	0	110	1	109	0	0	110	(0)	(0)		
11325000	Stratford Town Station Upgrade	5	255	0		260	5	255	0	0	260	(0)	(0)		
11326000	Elliot's Field Retail Park	0	595	0	0	595	0	595	0	0	595	0	0		
11327000	B4113 Gipsy Lane Junction	4	196	0	0	200	4	196	0	0	200	0	0		
11328000	New Roundabout Southam Road Kineton	1	496	0	0	497	1	496	0	0	497	0	0		
11336000	Ansty Business Park Phase 3	45	1,220	0	0	1,265	45	1,220	0	0	1,265	0	0		
11337000	A426 Leicester Road, Rugby - Toucan Crossing	122	173	0	0	295	122	173	0	0	295	(0)	(0)		
11366000	B4087 Tachbrook Road Signals	6	446	0	0	452	6	446	0	0	452	0	0		
11417000	A426 /A4071 Avon Mill Rdbt Rugby Improvement Scheme	0	0	0	0	0	0	617	0	0	617	617	617	Approved by Cabinet 14th May 2015	
11418000	A426 Gateway Rugby to Rugby Town Centre Cycle Scheme	0	0	0	0	0	0	257	0	0	257	257	257	Approved by Cabinet 14th May 2015	
11419000	A423 Priority Junction and A425 Banbury Road Toucan Crossing in Southam S278	0	0	0	0	0	0	443	0	0	443	443	443	Approved by Deputy Leader 24th July 2015	
Total S.278 Schemes		9,243	4,721	0	0	13,963	9,243	6,082	0	0	15,324	1,361	1,361		
Total Transport and Highways		149,653	47,246	28,324	15,809	241,032	118,274	43,691	29,193	20,094	242,631	(3,555)	1,599		

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary
Number of people killed or seriously injured (KSI) - on our roads (KBM)	277	300	Red	The Q1 figure covers the period January to March and is provisional. The Q1 KSI figure is down by 15 (20%) on the same period 2014. The year end estimate is the provisional figure for the year ending 31 March 2015.
% staff agreeing with 'I am satisfied with the training and development I receive in my current job' (KBM)	73.9		N/A	This measure is populated using the WCC Staff Survey, which is completed every two years. The next survey is scheduled for 2016/17.
% WCC financially supported bus services operating on time (KBM)	86	86	Green	
% delivery of the annual Capital Programme (exc 278s) for Transport (KBM)	95	95	Green	This indicator is measured at year end for the delivery of the capital programme.
% take up of concessionary passes by those eligible (KBM)	72	72	Green	
Length of highway network where surface treatment was achieved (KBM)	157	157	Green	2015/16 Target revised down to 157Km from 193Km due to a reduction in the planned surface dressing programme

Children's Social Care and Safeguarding - Sue Ross (Interim Head of Service)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Caborn (Health)

2015/16 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	3,977	86	4,063	3,446	(617)	There is an expected early achievement of savings on legal charges of £615,000, offset by a small budget for future one-off spend, additional salary costs for Head of Service as well as an agreed funding commitment of a post in Early Help & Targeted Support. These funds will be used to support the LAC placement issues (see below).
Social Care Teams - North	12,432	(32)	12,400	14,454	2,054	Residential Care is currently forecasting a £2,011,000 over-spend with numbers increasing in period by 5. This is an increase in forecast of £767,000 from the previous month. External Foster care is forecasted to over-spend by £729,000, this forecast has reduced in the last month by £309,000 with numbers decreasing by 10. Internal Foster care has seen a small increase in numbers of 3 this period but is still forecast to underspend by £387,000. Allowances have been forecasted to reflect the anticipated increase in numbers based on trend data from 2014/15 (Special Guardianship Orders 17% and Adoption 20%) adjusted as per Operations Manager's local knowledge. Allowances, such as adoption, residence & Special Guardianship Orders are currently predicting a £752,000 over-spend. Salary costs are £92,000 over-spent, and adoption services are predicting a £194,000 under-achievement of income from procuring placements. Leaving care costs are currently under-spent by £261,000 which is accommodation costs for young people
Social Care Teams - East and Asylum Service	8,582	(246)	8,336	9,046	710	
Social Care Teams - South	11,297	(50)	11,247	11,962	715	
Social Care County Wide	1,088	(67)	1,021	885	(136)	
Social Care County Wide - WES Traded Services	(5)	0	(5)	(11)	(6)	
Net Service Spending	37,371	(309)	37,062	39,782	2,720	
				Non DSG	2,734	
				DSG	(14)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(2,734)	(2,734)		
Total	0	0	(2,734)	(2,734)		

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target	Actual to Date	Forecast Outturn	Target	Forecast Outturn	Target	Forecast Outturn	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	Budget reduction for permanent savings in 2014/15	896	896	896	896	896	896	896	
	Adjustment for under-delivery of savings in 2014/15	(218)	0	0	(218)	0	(218)	0	£218,000 permanent savings due to be delivered in 2014/15 are currently behind schedule. These were covered by the early delivery of other savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2015/16 have been increased to reflect this as follows: SG-A £18,000, SG-B £200,000
OOP/SG-A	Develop a specialist single placement foster care scheme to reduce the need for residential care	68	0	50	148	148	248	248	The target includes £18,000 brought forward from 2014/15. This project is being developed within existing resources. To date one placement has been made and further carers are being recruited currently.
OOP/SG-B	Reducing the number of looked after children by delivering evidence based interventions for children on the edge of care	365	0	0	950	0	1,538	0	The target includes £200,000 brought forward from 2014/15. It is unlikely that the savings will be delivered at the level required. Instead the savings target will be met from the over recovery of legal costs which are shown against the forecast savings for 2015/16, 2016/17 and 2017/18 of SG-C Child Court Costs and SG-J reduced disbursement costs.
OOP/SG-C	Review of processes, in light of recent legislative changes that have imposed a time limit on child care cases before the court which should help to reduce the legal costs associated with child protection.	100	342	973	300	342	300	342	The over recovery for this savings line is referred to in Savings OOP Reference SG-B. With this budget being a demand led budget it is envisaged at the moment that £342k of the saving is permanent.
OOP/SG-E	Restructure of Leaving Care and Asylum teams, with a view to reducing posts	0	110	110	0	110	0	110	This saving plan was due to be closed at the end of 2014/15. However, further savings are still being delivered which will contribute towards meeting shortfalls in the delivery of other projects.
OOP/SG-F	Reduction in court ordered contact arrangements.	100	80	180	100	100	100	100	We cannot determine how much of the reduction in supervised contact costs is due to a reduction in Court ordered contact, as we have no base data from previous years. Over 50% of the spend relates to Court ordered contact. The reduction in spend on sessional work, is approximately £180,000 less this year than last. So the savings target for this year has been achieved.
OOP/SG-H	Improved information and signposting and use of early intervention work to avoid the necessity for more complex social care assessment.	70	39	39	150	0	150	0	The primary purpose of this restructure of North Children's Teams is to improve service delivery and consistency of team structure across Safeguarding. There will be some posts reduced in the North as part of the restructure.
OOP/SG-I	Review of all kinship care placements.	30	8	38	60	60	60	60	All existing arrangements where an additional needs payment has been paid have been reviewed and this has created some one off savings for this year only. Revision on the financial basis for payments has now been approved and is to be consulted upon.
OOP/LA-I	Reduction in the transport budget for Looked After Children. This significant proposed reduction in the transport budget will require a change in policy and full consultation to inform changes.	0	0	0	300	0	600	0	There are no savings for 2015/16. The 2016/17 required savings are being developed.
OOP/SG-J	Planned reduction in pre-court proceedings/processes leading to reduced disbursement costs	250	250	623	500	623	750	623	The over recovery for this savings line is referred to in Savings OOP Reference SG-B.
Total		1,661	1,725	2,909	3,186	2,279	4,424	2,379	
Target			1,661	1,661		3,186		4,424	
Remaining Shortfall/(Over Achievement)			(64)	(1,248)		907		2,045	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11115000	Fostercare Adaptations 2013-14	12	25	13	0	50	12	25	13	0	50	0	0	
11116000	Fostercare Adaptations 2014-15	0	25	25	0	50	0	25	25	0	50	0	0	
11294000	Fostercare Adaptations 2015-16	0	0	12	38	50	0	0	12	38	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	
11379000	Adoption Service Vehicle Purchase Contribution	10	0	0	0	10	10	0	0	0	10	0	0	
		22	50	50	138	260	22	50	50	138	260	0	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Number of children who are subject to a child protection plan per 10,000 population (KBM)	44	46	Amber	We are continuing to focus on reducing the numbers of children subject to cp plans. This continues to be area of consistent monitoring by SLT and WSCB.	
CiN Rate per 10,000 CYP population (including CiC and CPP) (KBM)	345	360	Amber	There has been a significant increase in the number of children subject to a Child Protection Plan over the last few months. Whilst we expect the escalation to slow down the overall forecast needs to reflect this increase.	
Number of looked after children per 10,000 population (KBM)	60	61	Amber	This remains a key area of sustained operational and strategic managerial activity to ensure only those children and young people enter the care system who require to do so and that permanency options following care are pursued in a timely manner.	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Reading (KBM)	72		N/A	This is an annual measure available in Autumn 2015. Cohort sizes are too small to reliably compare with national and depend on the proportion of children with special educational needs (SEN). In 2014 there were significantly more children with SEN than previous years so these figures are lower than previous years	
LAC attainment: KS2 - percentage who achieved at least Level 4 in Writing (KBM)	81		N/A	This is an annual result available autumn 2015. Cohort sizes are too small to reliably compare with national and depend on the proportion of children with special educational needs (SEN). In 2014 there were significantly more children with SEN than previous years so these figures are lower than previous years	
LAC attainment: KS2 - percentage who achieved at least Level 4 in mathematics (KBM)	72		N/A	This is an annual measure available Autumn 2015 Cohort sizes are too small to reliably compare with national and depend on the proportion of children with special educational needs (SEN). In 2014 there were significantly more children with SEN than previous years so these figures are lower than previous years	
LAC attainment: KS4 - 5+ GCSEs A*-C or equivalent including English & Mathematics GCSEs (KBM)	24		N/A	This is an annual measure available Autumn 2015. Cohort sizes are too small to reliably compare with national and depend on the proportion of children with special educational needs (SEN). In 2014 there were significantly more children with SEN than previous years so these figures are lower than previous years	
Percentage of Care Leavers aged 19, 20 & 21 who were looked after at aged 16 who are in education employment or training (EET) (KBM)	42		N/A	This is currently only reported on an annual basis as part of the SSDA903 Looked After return made to the Department for Education. Leaving Care are currently working on ensuring that the data items in relation to this indicator are updated more frequently to ensure that any quarterly out-turn data is more robust.	
Percentage of Looked After Children whose attendance at school is above 90% (KBM)	92	92	Green	The Virtual School is introducing an attendance monitoring system which will accurately track attendance and report on absence on a daily basis. Current monitoring is not sufficiently accurate Through this mechanism we expect to support improved attendance	
Number of 13-17 year olds entering care per 10,000 (KBM)	36		N/A	Please note that in Quarter 1, there are lower numbers of children entering care than for a full financial year. Therefore, the number of 13-17 year olds entering care in the first three months of the financial year are not indicative of the final year end rate of 13-17 year olds entering care per 10,000.	

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Percentage of LAC aged under 16 who have been looked after continuously for at least 2.5 years, who where living in the same placement for at least 2 years, or are placed for adoption (KBM)	67	63	Red	This is an area to be reviewed to the dip in performance and in light of new statutory guidance. We need to understand the ratio of children within independent sector placements as well as those that are placed internally.	Through the JSNA on LAC to examine the placement histories of a sample of young people within this cohort to understand in more detail their outcomes and how placement stability can be better supported. To review current permanency planning processes against revised Statutory Guidance 'Permanence and long term placements and children ceasing to be looked after.

Net Red Risks extracted from the Business Unit Risk Register

Risk Ref	Risk	Risk Owner	Last Review date	Gross Risk Rating	Existing Risk Action	Net Risk Rating	Further Risk Action
R0841	Safeguarding Children and Vulnerable Adults in our community - inability to take action to avoid abuse, injury or death	Interim Head of Safeguarding		16	C2229 - Safeguarding Board Business Plans, partnership arrangements and multi-agency training plans () C2230 - Progress against Ofsted 2011 and Internal Audit action plans are monitored, including procedures () C2231 - An Action Plan arising from the GH Serious Case Review has been agreed. () C2274 - Continuing focus on developing the quality of Social Work () C2275 - Preparation for imminent Ofsted inspection, () C2276 - The process for escalating critical incidents has been reviewed and is being updated. ()	12	03 - To constantly review the controls in place (Interim Strategic Director, People Group, 31/03/2016) 04 - Development of the Multi Agency Safeguarding Hub with partners in Warwickshire. (Interim Strategic Director, People Group, 31/03/2016) 05 - An Integrated Case File Audit tool is being introduced in Adult Social Care (Head of Professional Practice and Governance. Head of Social Care and Support and Interim Head of Safeguarding, 31/03/2016)

Early Help & Targeted Support - Hugh Disley
Strategic Director - John Dixon (Interim)
Portfolio Holders - Councillor Hayfield (Education & Learning) & Councillor Caborn (Health)

2015/16 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 Help and Targeted Support - Head of Service	2,276	130	2,406	1,860	(546)	£205,000 is for budget allocated to Head of Service for the traded surplus. The increase in the Traded surplus target from 14/15 to 15/16 is £51,000 and it has been advised corporately that this increase in the surplus is transferred to reserves as a "Early Help and Targeted Support Traded Services Earmarked Reserve". The remainder is partly early achievement of Business unit wide savings for future years and held back inflation to cover expected demand led fluctuating IDS residential placements. 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 the children's service.
Early Help and Targeted Support - Head of Service - Non WES Traded	(207)	0	(207)	(259)	(52)	
Community Support for Vulnerable Adults	4,798	0	4,798	4,404	(394)	This under-spend consists of (i) the early achievement of planned year 4 savings of the OOP plan (approaching £0.4m) and (ii) current full year effect of existing staff vacancies. However the service is recruiting to posts and it is envisaged that this part of the overall underspend will decrease from Q1 onwards.
Transition Support	946	(16)	930	928	(2)	
Integrated Disability Service - Social Care	3,639	86	3,725	4,201	476	There are 9 placements being supported in Residential Care creating an over-spend against budget of £458,000. Agency costs for the interim Service Manager is due to be £100,000 over-spent due to no identified funding. External Fostering is currently showing an under-spend of £21,000 with 6 children being accommodated. Internal fostercare is £62,000 under-spent with 7 children being looked after. A more realistic forecast was predicted for ICES equipment creating an over-spend of £75,000. Salaries are currently overall showing a £150,000 under-spend which is due to turn-over of staff and vacancies awaiting to be filled.
Family Support and Children's Centres	6,451	0	6,451	6,459	8	
Net Service Spending	17,903	200	18,103	17,593	(510)	
				Non DSG	(554)	
				DSG	44	

2015/16 Reserves Position

Early Help and Targeted Support Traded Services Earmarked Reserve

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	895		503	1,398		
Early Help and Targeted Support Traded Services Earmarked Reserve	0		51	51	51	The increase in the Traded surplus target from 14/15 to 15/16 is £51k and it has been advised corporately that this increase in the surplus is transferred to reserves as a "EH&TS Earmarked Reserve"
Total	895	0	554	1,449	51	

Annex G Early Help & Targeted Support

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction for savings in 2014/15	1,017	1,017	1,017	1,017	1,017	1,017	1,017	
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	33	0	0	57	57	100	100	The project is becoming established, with the timeline and initial scope now agreed. However, questions remain regarding the position of the budget. There is a dependency on commissioned business and whether the service is viable or needs to review other options to reduce costs.
OOP/EH-C	Charging Academy Schools for the coordination of educational visits.	5	0	5	12	12	12	12	This project shall run alongside the existing WES agreement for education. The model for education visits is still being developed.
OOP/EH-E	Charging commercial organisations wanting to use VOX/MYP	10	0	0	15	0	20	0	This project is unlikely to deliver the income required and the saving shall be achieved through alternative projects.
OOP/EH-F	Head of Service Business Unit overheads	100	193	193	100	128	100	133	£80,000 of the savings in 2014/15 are one-off and will be used to offset delays in the delivery of other savings plans in 2015/16. It is forecasted that other savings shall be achieved to cover slippage on other saving plans such as EH-E.
OOP/EH-H	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)	50	0	0	75	75	123	123	The savings for 2015/16 shall be achieved through the additional one-off savings from EH-F in 2015/16.
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.	25	25	25	25	25	25	25	The savings have been achieved for 2015/16.
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	25	25	25	25	25	25	25	The savings have been achieved for 2015/16.
OOP-EH-K	Development of family centres to deliver savings by integrating children's centres, early intervention, priority families and health services, which focus services to the most vulnerable.	0	0	0	0	0	700	700	An options appraisal is being prepared that outlines proposals to deliver the required savings for 2017/18. Details of this will be reported to Members as part of the 2016/17 refresh.
OOP-EH-L	Warwickshire Employment Services Team. Proposal is based on exploring the potential for alternative delivery, funding or decommissioning the service.	0	0	0	293	280	293	280	There are no savings for 2015/16. A project board has been established to look at the required savings for 2016/17. This will be reported to Members as part of the 2016/17 financial refresh.
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	272	272	272	272	272	272	272	The savings for 2015/16 have been achieved.
Total		1,537	1,532	1,537	1,891	1,891	2,687	2,687	
Target			1,537	1,537		1,891		2,687	
Remaining Shortfall/(Over Achievement)			5	0		0		0	

Annex G Early Help & Targeted Support

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11399000	CMS Musical Instruments 2015/16-2017-18	0	0	0	0	0	0	25	25	25	75	25	75	New Revenue funded Capital Project as per approval from John Betts 10/06/2015
		0	0	0	0	0	0	25	25	25	75	25	75	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	62	62	Green	Work is underway around fall prevention and working with Health to highlight if a fall is the reason for hospital admission, this will enable a more targeted approach to falls with the customer. This figure is an annual calculation, based on the SALT return data, and concerns people completing reablement during Oct-Dec. Data is only reported annually.	
Percentage of families no longer in care, subject to care proceedings or child protection following Family Group Conferencing FGC (KBM)	80	80	Green	Please note that the number of cases is small although percentage is high. The success rate for the first quarter is substantially above the target of 80 percent for the year overall.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	65	65	Green	On target to reach this measure year end	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	15	15	Green	Q1 shows an increase in repeat customers, reablement will undertake an analysis to identify reasons.	
No. of CAFs initiated per 10,000 of the 0-19 child population (KBM)	68	80	Green	The revised population figures make this score drop lower than was the case in Q4 2014-15. Figures are calculated upon last year's figures as this score has not been reported historically.	
Percentage of young people who are NEET that have now got a positive destination following TS4YP intervention (KBM)	70	55	Red	TS4YP are increasingly receiving referrals for young people who have not previously engaged in training or support and are therefore much more challenging than those referrals received at outset of target setting. Young people gain considerably in being ready for training or work though need to be "closed" prior to actually gaining a place to enable TS4YP to accept further referrals. TS4YP continue to monitor them	TS4YP to review procedures for the most challenging young people and evaluate with the young person at commencement of intervention the potential for re-engagement with EET. If there is potential within 6 months, their progress will continue to be recorded as NEET under this measure, however if they require considerable preparation TS4YP to consider an alternative measure prior to transfer to this one.
Percentage of single assessments for disabled children completed within 45 working days (KBM)	80		N/A	IDS have not yet moved to using single assessments so no data currently available. Warwickshire are currently piloting the Single Assessment in Rugby with full implementation across the rest of the county by September 2015.	
Number of 13-17 year olds entering care per 10,000 (KBM)	36		N/A	Please note that in Quarter 1, there are lower numbers of children entering care than for a full financial year. Therefore, the number of 13-17 year olds entering care in the first three months of the financial year are not indicative of the final year end rate of 13-17 year olds entering care per 10,000.	
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	73	70	Amber	Not known why quarter performance lower than expected. Q2 data will confirm whether this is a blip or a trend, and therefore a more realistic forecast can be set in Q2.	

Professional Practice and Governance - Marie Seaton (Interim Head of Service)
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Compton (Adult Social Care) and Councillor Caborn (Health)

2015/16 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
Professional Practice and Governance - Head of Service	164	0	164	161	(3)	
Service Development and Assurance (Adults)	124	64	188	170	(18)	
Service Development and Assurance (Business and Systems)	2,487	65	2,552	2,501	(51)	
Service Development and Assurance (Children's)	1,387	0	1,387	1,385	(2)	
Net Service Spending	4,162	129	4,291	4,217	(74)	
				Non DSG	(74)	
				DSG	0	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	2,751	0	74	2,825		
Total	2,751	0	74	2,825	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction in 2014/15	1,090	1,090	1,090	1,090	1,090	1,090	1,090	
OOP/STC-E	Changes to System Support Service including a reduction in computer system support contract costs and consultancy	100	0	100	200	200	200	200	The 2016/17 savings are dependant on the implementation of Corelogic and switching off of Carefirst (to deliver licence savings). Any future delay to the implementation of Corelogic puts this saving at risk. Contingency plans are in place to mitigate this risk.
OOP/STC-F	Significant reduction to flexible resource budget which supports projects such as Adult Transformation Programme	366	366	366	367	367	467	467	The 2015/16 savings have been achieved.
OOP/STC-G	Reductions to the Learning, Development and Training budget	123		123	123	123	123	123	This project is on track to be deliver the savings for 2015/16.
OOP/STC-H	Reduction in support to the Heads of Service including staff reductions	(5)		(5)	69	69	69	69	The savings for 2015/16 have been rescheduled for 2016/17. This is due to the rephasing of the service savings lines due to double counting of IT budgets and the impact a reduction in the PA capacity will have on Head of Service and their strategic leadership role.
OOP/STC-I	Reduce the internal communications work programme and staff reductions	69		69	69	69	69	69	This project is on track to be deliver the savings for 2015/16.
OOP/PPG-A	Reversal of 2014/15 saving that was double counted, long term shortfall replaced by the increased savings from elsewhere within the Business Unit	(133)		(133)	(133)	(133)	(133)	(133)	
OOP/PPG-B	Savings still to be identified	0		0	15	0	15	0	A project needs to be scoped to identify how the savings can be achieved.
	Total	1,610	1,456	1,610	1,800	1,785	1,900	1,885	
	Target		1,610	1,610		1,800		1,900	
	Remaining Shortfall/(Over Achievement)		154	0		15		15	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11310000	Client Information Systems Review	336	1,024	0	0	1,360	336	1,024	0	0	1,360	(0)	(0)	
		336	1,024	0	0	1,360	336	1,024	0	0	1,360	(0)	(0)	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Percentage of adults case file audits undertaken where the standards are judged to be good or better (KBM)			N/A	Social Care & Support (SCS) case file audits are being undertaken through a process agreed by SCS management team, but these are not currently graded.	SCS case file audit tool will be reviewed in September 2015. It will be an opportunity to consider grades if the People Group QAF is agreed (which would help set a baseline for 2016-17).
Percentage of children's case file audits undertaken where the standards are judged to be good or better (KBM)			N/A	The Quality Assurance Framework(QAF) is the overarching policy document that will provide the mandate to be able to judge the quality of practice in accordance with the standard. This is currently going through governance processes	
Number of People Group Local Government Ombudsman decisions (KBM)	5	5	Green	There were no adverse LGO decisions for People Group in Q1. Whilst there have been a number of Blue Badge Inquiries, none have been upheld, so it looks as though the issue LGO had with this has been resolved.	
Percentage of policies, procedures and guidance received by the Practice Development Group that are rated to be good or better (KBM)	62.5	62.5	Green	4 documents approved by Practice Development Group (PDG) in Q1. 3 scored as 'excellent' and 1 'requires improvement'.	Further communication needed to ensure that document owners forward documents to the PDG for sign off. GLT report recommendations awaiting approval and further articles to be included in business unit and People Group newsletters.

Social Care and Support - Jenny Wood
Strategic Director - John Dixon (Interim)
Portfolio Holder - Councillor Compton (Adult Social Care) and Councillor Caborn (Health)

2015/16 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 and Support Services - Head of Service	4,249	(40)	4,209	4,348	139	
Older People North and East and Specialist Services	21,761	44	21,805	20,556	(1,249)	The forecast underspend is mainly in North and East OP (£1.243m) where current client activity levels appear to have dropped, although the data is not clear enough at this point to confirm. This is to be investigated further by the budget holder to understand the impact on both expenditure and client income.
Older People South and Reviewing Services	21,531	(94)	21,437	21,583	146	
Disabilities	55,244	0	55,244	57,213	1,969	Physical Disabilities overspend of £1.049m - The team are reviewing all cases and there is an action plan in place to ensure that a reduction is achieved. This may be an over-estimation of the pressures and further work is ongoing to determine the true picture. Learning Disabilities overspend of £940k is a reduced overspend compared to previous years and the main pressures are within Residential and Supported Living; a number of projects are ongoing and it is intended further savings will be reflected once outcomes have been confirmed. In addition to the above, Independent Living Fund (ILF) client costs have been included in the forecast - however, since this point a national allocation has been awarded and so there will be an improved position in future reports.
Mental Health	7,317	50	7,367	7,128	(239)	The current underspend consists of a) reduced agency costs as a result of vacant posts being filled, b) a number of posts being held by staff working towards AMHP status and c) cessation of two contracts at the end of 2014/15.
Care Act	1,330	0	1,330	1,330	0	This position will be reviewed in the light of the recent announcement on the Care Act phase 2 delay.
Net Service Spending	111,432	(40)	111,392	112,158	766	
				Non DSG	766	
				DSG	0	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	11,310	0	(766)	10,544		
Total	11,310	0	(766)	10,544	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for permanent savings in 2014/15	9,048	9,048	9,048	9,048	9,048	9,048	9,048	
	Adjustment for under-delivery of savings in 2014/15	(1,008)	0	0	(1,008)	0	(1,008)	0	£1,008,000 permanent savings due to be delivered in 2014/15 are currently behind schedule. These were covered by one-off savings in 2014/15 but this funding is no longer available. Therefore the permanent targets for 2015/16 have been increased to reflect this as follows: SCS-A £200,000, SCS-B £358,000, SCS-E £196,000 and STC-B £254,000
OOP/SCS-A	Access to Adult Social Care: Improving Access, Referral and Information and Advice pathways	300	0	0	500	0	700	0	The target includes £200,000 brought forward from 2014/15. No savings in this area are currently forecast to be delivered. The financial modelling for the "to be" arrangements to ensure the most efficient and value for money model, including how the savings shall be delivered by better "demand management" is now underway.
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.	558	0	330	558	330	958	330	The target includes £358,000 brought forward from 2014/15. The project has reported a "red" overall. Work is needed to develop a savings plan for the delivery of social care and support savings and to consider how this fits with the close working / integration developments with CERT / ICT.
OOP/SCS-C	Maximise all customer charging opportunities	100	59	331	200	331	400	400	Whilst this is forecast to be ahead of target, the current forecast will need to be reviewed in light of the Care Act changes.
OOP/SCS-D	Occupational therapy - improve moving and handling training services	0	160	160	0	160	0	160	This saving plan was due to be closed at the end of 2014/15. However, further savings are still being delivered which will contribute towards meeting shortfalls in the delivery of other projects.

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
OOP/SCS-E	Home Improvement Agency - more timely delivery of home adaptations to reduce falls or more intensive homecare	196	0	0	196	0	196	0	This project was due to be completed in 2014/15, but £196,000 of savings had not been delivered by the end of last year and have therefore been brought forward to 2015/16. This project is now being reviewed to see if the final elements of savings can be delivered.
OOP/SCS-F	Improve financial recovery of continuing health care services provided by WCC to health partners	200	200	200	200	200	200	200	This project is on track to deliver.
OOP/SCS-G	Service Redesign for Social Care and Support teams (except Reablement - separate savings plan)	300	0	300	400	400	500	500	The management team redesign has been completed, leading to the delivery of the savings in 2014/15. However, there is a risk of requirement for additional staff savings to be made in 2015/16 and future years, when both local and national predictions are that there will be significantly more Care Act related demand. This shall be mitigated if there is adequate national funding.
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	228	809	1,246	728	1,316	1,228	1,574	The savings for 2015/16 are expected to be exceeded as a result of a range of initiatives and activities implemented during the period. A total of 16 initiatives / projects constitute the SCS-H Social Care and Support programme. This early delivery will be used to offset shortfalls and/or delays in the delivery of other savings plans.
OOP/SCS-L	Development of services to avoid crisis and improve hospital discharge outcomes (links to Better Care Fund and Discharge to Assess Programme work)	250	11	250	400	400	500	500	The project is on track to deliver for 15/16
OOP/SCS-M	Homecare Framework Contract Review: Renegotiate / refine model for home care contracting	250	0	250	500	500	500	500	The current plans indicate 2015/16 savings shall be delivered.
OOP/SCS-N	Accommodation with Care Review (e.g., Residential Care, Extra-Care Housing): Develop and Implement an Accommodation with Care Strategy	600	0	600	1,200	1,200	1,600	1,600	The current plans indicate 2015/16 savings shall be delivered.
OOP/SCS-O	Improved 'whole life' and transitions pathway for children with disability who grow up and need adult care services.	100	218	318	300	318	600	600	The current plans indicate 2015/16 and 2016/17 savings will be delivered early. This early delivery will be used to offset delays in the delivery of other savings plans.
OOP/SCS-P	Develop a new model for assessment, commissioning, and delivery of Continuing Health Care services, with health partners.	200	0	0	400	0	600	0	The project is currently under review as it is not likely to deliver. It is most likely the Business Unit will request to remove this savings target in the refresh process and instead deliver the saving through another area over delivering on current plans.
OOP/SCS-Q	Voluntary Sector / Micro-Enterprise and Social Capital Project: Fundamental Review of contracting and relationship management with respect to how public sector and voluntary sector works together in Warwickshire to improve 'social capital' and reduce demand on statutory social care services.	0	0	0	500	500	800	800	No savings are due in 2015/16. The projects on track to deliver savings required in the 4 year savings plan.
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	65	65	350	350	700	700	No savings are due in 2015/16, although some elements are being delivered in advance. The projects on track to deliver savings required in the 4 year savings plan.
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	354	0	36	454	36	454	36	The target includes £254,000 of savings that were not achieved by the end of 2014/15. The current plans indicate a shortfall in the savings target. This shortfall shall be covered from an alternative budget in 2015/16, whilst plans are developed to find a long term solution as it is looking possible this saving may not be delivered through the transport theme.
Total		11,676	10,570	13,134	14,926	15,089	17,976	16,948	
Target			11,676	11,676		14,926		17,976	
Remaining Shortfall/(Over Achievement)			1,106	(1,458)		(163)		1,028	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 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	It is anticipated that significant capital investment will be needed in the next few years, to progress IT infrastructure related to integration ambitions and those associated with the Better Care Fund. Elements include integrated health and care records, kit upgrades, citizen access, and the development of integrated health and care assessment tools. This funding remains most appropriate to progressing these developments, but timing is not yet clear.
		0	1,176	0	0	1,176	0	1,176	0	0	1,176	0	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Proportion of people who use services who feel safe ASCOF 4A (KBM)	72		N/A	This measure is part of the Adult Social Care and carers annual survey and new data will not be available until June 2016	
Percentage of repeat safeguarding referrals (KBM)	11	15	Red	Due to a change in definition from referrals to enquiries it is anticipated that fewer enquiries will be received. However, due to data cleansing and Care Act changes, the repeat referrals/enquiries rate appears to have increased. It is too early to draw any conclusions at this stage, but May and June data suggests that the rate of repeat referrals may return to 2014/15 levels. The forecast has been provided by BCI based on trends but not on any operational plans. Repeat referrals are not necessarily a bad thing, but require follow up action to ensure appropriate responses.	May and June data suggests that the rate of repeat referrals may return to 2014/15 levels. This will be monitored closely and appropriate action taken if this is not the case.
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	76	71	Red	The year end forecast is based on an estimate by BCI based on trends, but not based on any operational plans which may affect the measure	Supported Living options are continuing to develop and some of the delay in improving this target is due to a dependence on new developments / services coming on line, to provide good quality alternatives to residential care. This should be addressed in the long term, but is a short term issue.
Number of adult safeguarding alerts per 100,000 adult population (KBM)	535	519	Amber	This is only the first quarter's activity and so is low. Measure included to monitor the impact of the Care Act on adult protection activity. There is a known context of under-reporting of adult protection concerns into adult protection services (O'Keeffe et al, NatCen/KCL, 2007) so rising numbers of referrals should not give cause for concern.	
Percentage of customers not needing on-going social care 91 days after leaving reablement (KBM)	62	62	Green	Work is underway around fall prevention and working with Health to highlight if a fall is the reason for hospital admission, this will enable a more targeted approach to falls with the customer. This figure is an annual calculation, based on the SALT return data, and concerns people completing reablement during Oct-Dec. Data is only reported annually.	
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	65	65	Green	On target to reach this measure year end	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)	23	23	Green	Information supplied by CWPT - expected during August 2015 Year end forecast based on year to date end Q4	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)	86	86	Green	Data supplied to us by CWPT - Q1 data expected during August 2015. Year end forecast based on year to date end Q4	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	11.5	11.5	Green	The year end forecast is based on an estimate by BCI based on trends, but not based on any operational plans which may affect the measure	
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) (KBM)	92.7	92.7	Green	Work is underway around fall prevention and working with Health to highlight if a fall is the reason for hospital admission. An actual is not currently available for this measure as the total number of discharges for 2014/15 has yet to be published by the HSCIC. Once this data is available (anticipated by November 2015) the actual can be calculated	
Proportion of people who have had a previous reablement referral in the previous 6 months (KBM)	15	15	Green	Q1 shows an increase in repeat customers, reablement will undertake an analysis to identify reasons.	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	65.5		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	430	517.4	Red	Target under discussion currently. Together with colleagues from Strategic Commissioning (StC), Business Intelligence and Social Care & Support (SCS), a Delayed Transfer of Care (DTCOC) improvement plan is being presented to Customer Journey Board and SCS and StC leadership teams.	The improvement plan will be implemented once it is signed off at the appropriate forums.
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	14.5	17.83	Red	Together with colleagues from Strategic Commissioning (StC), Business Intelligence and Social Care & Support (SCS), a Delayed Transfer of Care (DTCOC) improvement plan is being presented to Customer Journey Board and SCS and StC leadership teams.	The improvement plan will be implemented once it is signed off at the appropriate forums.
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	490	491.8	Amber	This is slightly raised at present, however, natural variation means this is anticipated to balance out by year end.	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	73		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Carer reported quality of life ASCOF 1D BCF (KBM)	7.9		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Proportion of customers who have received support for 12 months or more who have had a review in the last 12 months (KBM)	90		N/A	This is a new, local measure and action is underway to check data quality and improve performance. It is now realised a 'snapshot' measure may not be the best option and a reviews measure is under development.	
Social Care related quality of life ASCOF 1A (KBM)	19.1		N/A	This measure is part of the Adult Social Care Annual Survey and data will not be available until June 2016	
Number of carers receiving a service in their own right (KBM)	520	579	Green	Anticipated to be on target at year end.	

Strategic Commissioning - Chris Lewington**Strategic Director - John Dixon (Interim)****Portfolio Holders - Councillor Compton (Adult Social Care), Councillor Hayfield (Education and Learning) and Councillor Caborn (Health)****2015/16 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	1,915	1	1,916	1,729	(187)	Additional resources are held to mitigate the delays in recruiting to commissioning posts due to national and local skills shortage. These posts are beginning to be recruited to, resulting in a forecast under spend for agency staff. Further under spend of £401k has been forecast against Care Act funding. These underspends have been partially offset by increased adult transport costs.
All Age Disabilities	2,253	136	2,389	2,323	(66)	
Commissioning and Business Intelligence	762	0	762	682	(80)	
Integrated Elderly Care	9,416	0	9,416	9,655	239	The overspend represents a full years activity for the Supporting People programme. As contracts/services are de-commissioned it is expected that the overspend will reduce and align with the budget.
Market Management and Quality	741	(137)	604	623	19	
Children's Commissioning	921	(20)	901	836	(65)	
Net Service Spending	16,008	(20)	15,988	15,848	(140)	
				Non DSG	(69)	
				DSG	(71)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	4,550	0	69	4,619		
Total	4,550	0	69	4,619	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget Reduction for savings in 2014/15	156	156	156	156	156	156	156	
OOP-STC-J	Review, redesign and reduce a series of community based contracts	240	31	240	240	240	240	240	The project is on track to deliver the 4 year savings plan.
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.	300	0	300	1,828	1,828	3,725	3,725	The project is on track to achieve the new savings target.
OOP-STC-L	Review of the necessary staffing levels to support the market management functions across the business unit with a view to reducing posts	0	0	0	85	85	85	85	There are no savings for 2015/16. The plan to achieve the savings for 2016/17 is currently being achieved.
OOP-STC-M	To review the future viability of the brokerage role	0	0	0	58	58	58	58	
OOP-STC-N	Review of the necessary staffing levels to support the market facilitation functions across the business unit with a view to reducing posts	0	0	0	80	80	80	80	
OOP-STC-O	Review of the necessary staffing levels to support the inspection / improvement activity across People Group with a view to reducing posts	0	0	0	0	0	120	120	
OOP-STC-P	Review of the necessary staffing levels to support quality assurance and contract management functions across the business unit with a view to reducing posts	0	0	0	0	0	37	37	
Total		696	187	696	2,447	2,447	4,501	4,501	
Target			696	696		2,447		4,501	
Remaining Shortfall/(Over Achievement)			509	0		0		0	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10608000	Mental Health Grant 2010/11	130	68	0	0	198	130	68	0	0	198	0	(0)	
11021000	Adult Social Care Modernisation & Capacity 2012-13	0	971	0	0	971	0	971	0	0	971	0	0	
11314000	Community Access for Disabled People	34	176	0	0	210	34	176	0	0	210	0	0	
11316000	Complex Needs Service Building Adaptations and Equipment	72	29	0	0	101	72	29	0	0	101	0	0	
11420000	Disabled Facilities Capital Grant	0	0	0	0	0	0	1,925	0	0	1,925	1,925	1,925	Disabled Facilities Grant to be managed and distributed out to the districts by WCC. Approved by John Betts on the 5th August and fully funded from external grant.
11365000	Autism Capital Grant - Brain in Hand Assistive Technology	18	19	0	0	37	18	19	0	0	37	0	0	
		254	1,262	0	0	1,516	254	3,187	0	0	3,441	1,925	1,925	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	
Proportion of people who use services who feel safe ASCOF 4A (KBM)	72		N/A	This measure is part of the Adult Social Care and carers annual survey and new data will not be available until June 2016	
Proportion of adults with a learning disability who live in their own home or with their family ASCOF 1G (KBM)	76	71	Red	The year end forecast is based on an estimate by BCI based on trends, but not based on any operational plans which may affect the measure	Supported Living options are continuing to develop and some of the delay in improving this target is due to a dependence on new developments / services coming on line, to provide good quality alternatives to residential care. This should be addressed in the long term, but is a short term issue.
Percentage of those that received a short term service during the year where the outcome was either no ongoing support or support of a lower level ASCOF 2D (KBM)	65	65	Green	On target to reach this measure year end	
Proportion of adults in contact with secondary mental health services in employment ASCOF 1F (all) (KBM)	23	23	Green	Information supplied by CWPT - Q1 data expected by first week of August 2015 Year end forecast based on year to date end Q4	
Proportion of adults in contact with secondary mental health services living independently, with or without support ASCOF 1H (All) (KBM)	86	86	Green	Data supplied to us by CWPT - Q1 data expected by first week of August 2015. Year end forecast based on year to date end Q4	
Proportion of adults with a learning disability in paid employment ASCOF 1E (KBM)	11.5	11.5	Green	The year end forecast is based on an estimate by BCI based on trends, but not based on any operational plans which may affect the measure	
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) (KBM)	92.7	92.7	Green	Work is underway around fall prevention and working with Health to highlight if a fall is the reason for hospital admission. An actual is not currently available for this measure as the total number of discharges for 2014/15 has yet to be published by the HSCIC. Once this data is available (anticipated by November 2015) the actual can be calculated	
Children attending children's centres as a percentage of all those 0-5 year olds in Warwickshire (KBM)	75	75	Green	The engagement of all under 5s is 51.9%. However, it would be more relevant to give the percentage of Priority Target Group families attending Children's Centres (72.4%) rather than the percentage of all under 5s. The majority of 3 & 4 year olds (and eligible 2 year olds) take up their free Nursery Education hours at local childcare settings/nurseries therefore their attendance at Children's Centres decreases.	
Overall satisfaction of people who use services with their care and support ASCOF 3A (KBM)	65.5		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Delayed transfers of care (delayed days) from hospital per 100,000 population (average per month) BCF (KBM)	430	517.4	Red	Target under discussion currently. Together with colleagues from Strategic Commissioning (StC), Business Intelligence and Social Care & Support (SCS), a Delayed Transfer of Care (DTCOC) improvement plan is being presented to Customer Journey Board and SCS and StC leadership teams.	The improvement plan will be implemented once it is signed off at the appropriate forums.
Delayed transfers of care ASCOF 2Ci (All Delays) per 100,000 population (KBM)	14.5	17.83	Red	Together with colleagues from Strategic Commissioning (StC), Business Intelligence and Social Care & Support (SCS), a Delayed Transfer of Care (DTCOC) improvement plan is being presented to Customer Journey Board and SCS and StC leadership teams.	The improvement plan will be implemented once it is signed off at the appropriate forums.
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population - ASCOF 2A Part 2 / Better Care Fund (KBM)	490	491.8	Amber	This is slightly raised at present, however, natural variation means this is anticipated to balance out by year end.	
Percentage of children's centres judged by Ofsted to be good or outstanding (KBM)	75	75	Green	There have been no Children's Centre Group Ofsted inspections this quarter	
The proportion of people who use services & carers who find it easy to find information about support ASCOF 3D (KBM)	73		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Carer reported quality of life ASCOF 1D BCF (KBM)	7.9		N/A	This measure is part of the Adult Social Care and Carers Annual Survey and new data will not be available until June 2016	
Social Care related quality of life ASCOF 1A (KBM)	19.1		N/A	This measure is part of the Adult Social Care Annual Survey and data will not be available until June 2016	
Percentage of mental health in schools cases (MHISC) where the Strengths & Difficulties Questionnaire (SDQ) score has improved (KBM)	73	70	Amber	Not known why quarter performance lower than expected. Q2 data will confirm whether this is a blip or a trend, and therefore a more realistic forecast can be set in Q2.	

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

2015/16 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 and Communications	381	0	381	400	19	
Customer Service Centre	2,091	(43)	2,048	2,045	(3)	
Customer Relations	382	0	382	382	0	
Face to Face (including Libraries and Registration Service)	3,884	0	3,884	3,883	(1)	
Head of Service and Business Unit Projects	1,038	100	1,138	1,118	(20)	
E Services and Business Development	774	43	817	829	12	
Traded Services - Educational	(37)	0	(37)	(37)	0	
Traded Services - Non Educational	(55)	27	(28)	(37)	(9)	
Net Service Spending	8,458	127	8,585	8,583	(2)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	0	0	0	
Traded Reserve	0	0	4	0	4	Transfer to a Resources Group Traded Reserve
Warwickshire Local Welfare Scheme	742	0	(2)	740	0	
Total	742	0	2	740	4	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	420	420	420	420		420		
OOP/CS-B	Applying additional income targets to the Registration Service.	55	55	55	55		155		
OOP/CS-C	Reduction in the Customer Service Improvement & Development programme.	40	40	40	80		80		
OOP/CS-D	Reduction in the Customer Services Projects.	50	50	50	50		80		
OOP-CS-F	Redesigning the Customer Relations Service which may include a reduction in staffing numbers	25	25	25	25		25		
OOP-CS-E	Exploring the potential for income generation through a more targeted communications approach and also include a reduction in staffing	60	60	60	60		60		
OOP-CS-H	Implementation of the Digital by Default programme by reducing opening hours and reducing the demand placed on the Customer Service Centre and face to face outlets.	0	0	0	150		346		
OOP-CS-I	Improve the effectiveness of the whole library network	0	0	0	100		100		
OOP-CS-J	Management restructure to reflect the changes and realignments of responsibilities across the Business Unit	0	0	0	112		112		
	Total	650	650	650	1,052	0	1,378	0	
	Target		650	650		1,052		1,378	
	Remaining Shortfall/(Over Achievement)		0	0		1,052		1,378	

2015/16 to 2018/19 Capital Programme

Aggresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10155000	Improve Customer Experience in Council Buildings and DDA Works 2009/10	48	0	453	0	501	48	0	453	0	501	0	(0)	
10645000	One-Stop Shops Expansion Programme 2009/10	0	205	65	0	270	0	205	65	0	270	0	0	
11040000	Improving the Customer Experience/One Front Door Improvements	182	400	2,467	0	3,049	182	413	2,454	0	3,050	13	0	
11293000	Community Information Hubs	47	64	0	0	111	47	64	0	0	111	0	0	
		277	669	2,985	0	3,931	277	682	2,972	0	3,931	13	(0)	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Net variation to budget - Percentage (KBM)	-2	- 0.01%	-0.01	Green	£ variance: £1,084	
Standards for complaint handling are met (KBM)	1	0	0	Red	We are working with all Groups to address this	Known problem with timeliness - Customer Services and Transformation Board are co-ordinating actions to resolve
Average number of days lost due to sickness per FTE	8.2	2.24	8.86	Red	We are working with HR colleagues to reduce sickness levels in the Service	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	80		80	Green		
% customer satisfaction with access to services and advice (KBM)	65		65	Green		
% increase in staff engagement (KBM)	70.1		70.1	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100			N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group	
% of telephone abandonments (KBM)	5	8.9	5	Green		
% reduction in face to face and CSC transactions for services which have been digitised and available through self service (KBM)	30	0	30	Green	We have not yet put any services live in 'self' that are currently delivered through Face-to-Face or CSC. During the course of the year this will be happening and we will be measuring take-up at this stage.	
% staff expressing satisfaction with their manager as a leader (KBM)	34.7		34.7	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)			100	N/A	Data not currently available	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	68.9		68.9	Green		
% staff satisfied with the council as an employer (KBM)	71		71	Green		
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	10	0	10	Green	We have had 5 complaints not upheld by the LGO in this quarter and 2 which have not been counted as a complaint decision either because they were premature or were closed after initial enquiries	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Maintain Customer Excellence Accreditation to ensure effective management of customer expectations (KBM)	Yes	N/A	Yes	Green	The accreditation is due for renewal in March 2016 with results available at the end of 2016	
Proportion of Service Standards met (KBM)	100	100	100	Green		
Service standards published for all services (KBM)	100	100	100	Green		
The Customer Journey programme is delivered on time and to budget (KBM)	100	100	100	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Savings are delivered to plan (Org Health)	1		1	Green		

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	
% of customer satisfaction with the quality of services provided (Organisational Health Measure)	64		64	Green		
Capital Programme delivered on time & to budget	100		95	Amber		
All business unit key activities are delivered on time and within budget	Yes	Yes	Yes	Green		
% staff who consider Council's rules to be clear and understandable				N/A	Awaiting staff survey results. Baseline and targets to be determined.	
All Resources Group change activity is delivered on time & within budget	Yes		Yes	Green		
Risks identified are managed & reviewed monthly	Yes	Yes	Yes	Green		
Number of risks identified in the risk register which materialise	0		0	Green		

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

2015/16 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	315	0	315	279	(36)	The underspend in Communities Finance relates primarily to vacancies in Procurement (which are required next year) and a restructure of support for Fire. The underspend in People Group finance relates to delays in recruitment and slippage in planned work for the replacement Social Care system. The overspend in Resources Finance relates to some unanticipated expenditure on software systems to support changes in Payroll. The overspend on traded services relates to an under recovery of income from schools, where we had anticipated generating more custom.
Corporate Finance and Advice	678	0	678	675	(3)	
Treasury, Exchequer, Finance Systems, Pensions	190	0	190	197	7	
Communities Group Local Finance, Fire and Rescue Local Finance, Procurement	827	0	827	740	(87)	
People Group Local Finance, Financial Benefits and Advice	1,917	0	1,917	1,858	(59)	
Resources Local Finance, Schools Strategy and Support, Payroll	639	0	639	676	37	
Traded Services - Education	(238)	0	(238)	(209)	29	
Traded Services - Non Education	(189)	0	(189)	(191)	(2)	
Net Service Spending	4,139	0	4,139	4,025	(114)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	110	110	0	
Traded Reserve	0	0	4	0	4	Transfer to a Resources Group Traded Reserve
Finance Training Reserve	95	0	0	95	0	
Total	95	0	114	205	4	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	251	251	251	251		251		
OOP/FIN-C	Better use of financial systems to generate efficiencies, maximise income and minimise transaction costs.	0			250		327		
OOP/FIN-D	Improvements in procurement, treasury management, debt management and redemption and cash flow / reserves to reduce cost.	250	250	250	250		422		
	Total	501	501	501	751	0	1,000	0	
	Target		501	501		751		1,000	
	Remaining Shortfall/(Over Achievement)		0	0		751		1,000	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
11334000	Share purchase in Local Capital Finance Company	200	0	0	0	200	200	0	0	0	200	0	0	
		200	0	0	0	200	200	0	0	0	200	0	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)		100	100	N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.
% staff who consider Council's rules to be clear and understandable(KBM)		0	0	N/A	To be determined
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green	
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation
Resources Group demonstrates value for money (KBM)		0	100	N/A	This Measure is still currently under development for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly
The Capital Programme is delivered on time and to budget (Educational & Corporate Programmes) (KBM)	100	25	75	Red	This is the responsibility of individual capital project service managers - the responsibility of the Finance BU is to highlight major variations and suggest where remedial action needs to be taken.
Net variation to budget - Percentage (KBM)	0	-2.74	-2.74	Red	£ variance: £113,420 - see detailed comments above relating to reasons.
% increase in staff engagement (KBM)	75.8	0	72.8	Amber	Awaiting advice from SICM / HR on the definition and how to collect this data.
% of customer satisfaction with the quality of services provided (KBM)	68		66	Amber	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green	
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	90	90	90	Green	To be defined. Definition to be agreed by Resources Group GLT
% customer satisfaction with access to services and advice (KBM)	72	72	72	Green	
% staff expressing satisfaction with their manager as a leader (KBM)	69	69	69	Green	Assumes staff survey will be run this year. In 2014 the score for Q21 was 68.5%
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	82	82	82	Green	Assumes staff survey will be run this year. In 2014 the score for Q21 was 82.5%
% staff satisfied with the council as an employer (KBM)	80	80	80	Green	Based on 2014 staff survey (Q38)
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)	100	100	100	Green	The status assumes that this only relates to Finance Business Unit key activities.
All Resources Group change activity is delivered on time & within budget (KBM)	100	100	100	Green	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green	
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green	
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green	
Proportion of Service Standards met (KBM)	100	100	100	Green	
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green	
Savings delivered (KBM)	100	100	100	Green	
Service standards published for all services (KBM)	100	100	100	Green	Completed relating only to the Finance Business Unit
Average competency score for Leadership Team (KBM)	3	3	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.
Average number of days sick per year (FTE working days lost per FTE) (KBM)	6.3	1.4	5.6	Green	
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.

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

2015/16 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	1,514	0	1,514	1,412	(102)	Long term sickness and vacancies.
Human Resources Service Centre	1,143	9	1,152	1,161	9	
Business Partners and Learning and Organisational Development	1,803	0	1,803	1,754	(49)	Delay in recruitment
Human Resources Head of Service and Internal Apprenticeship Programme	742	(9)	733	699	(34)	Recruitment timing
Traded Services - Education	(87)	0	(87)	(105)	(18)	
Traded Services - Non Education	14	0	14	8	(6)	
Net Service Spending	5,129	0	5,129	4,929	(200)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	174	174	0	
Traded Reserve	0	0	15	0	15	Transfer to a Resources Group Traded Reserve
Growing for Growth Apprenticeship Scheme	658	0	11	669	0	
Total	658	0	200	843	15	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	296		296	296	0	296	0	
OOP/HR-A	Business redesign of the HR Service Centre to review processes across pay and pensions for WCC (including schools), employment records and HR data management	86	86	86	129	0	129	0	
OOP/HR-B	Redesign corporate learning and development with a reduction in demand and increased self-service and e-learning	57	57	57	80	0	172	0	
OOP/HR-C	Redesign employee relations (including HR and equalities and diversity advisory services), policy development and manage demand by increasing self-service	61	0	61	190	0	230	0	
OOP/HR-D	Redesign HR business partnership, realigning support for services	61	61	61	98	0	98	0	
OOP/HR-E	Redesign health and safety services, increase self service and consider alternative delivery models	0	0	0	75	0	75	0	
OOP/HR-F	Additional savings to be identified	0	0	0	40	0	50		
	Total	561	204	561	908	0	1,050	0	
	Target		561	561		908		1,050	
	Remaining Shortfall/(Over Achievement)		357	0		908		1,050	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of customer satisfaction with the quality of services provided (KBM)	62		62	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
All Resources Group change activity is delivered on time & within budget (KBM)	100			N/A		
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Net variation to budget - Percentage (KBM)	-2	-3.9	-3.9	Red	£ variance: £199,785. Holding vacancies and long term sickness	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	68	68	68	Green		
% customer satisfaction with access to services and advice (KBM)	62	62	62	Green		
% increase in staff engagement (KBM)	84.3	84.3	84.3	Green		
% staff expressing satisfaction with their manager as a leader (KBM)	45.7		45.7	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	74.6		74.6	Green		
% staff satisfied with the council as an employer (KBM)	72		72	Green		
% staff who consider Council's rules to be clear and understandable(KBM)	100		100	Green	Indicator and target to be defined	
All business unit key activities are delivered on time and within budget (KBM)	1	1	1	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green		
Proportion of Service Standards met (KBM)	1	1	1	Green		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green		
Savings delivered (KBM)	1	1	1	Green		
Service standards published for all services (KBM)	1	1	1	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.5	1.62	6.48	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	780	0	780	393	(387)	The underspend relates to the traded services surplus H57in 2015/16. It is proposed to transfer this to a traded services reserve.
Members Support	35	0	35	33	(2)	
Strategy and Programme and Innovation	846	0	846	808	(38)	Currently forecasting an underspend due to a vacancy however reviewing resourcing options
Corporate ICT Development	1,415	0	1,415	1,415	0	
Customer and Supplier Services	1,740	1	1,741	1,741	0	
Production Services	2,636	0	2,636	2,636	0	
Systems Design and Architecture	1,188	0	1,188	1,153	(35)	Currently forecasting an underspend due to a vacancy however reviewing resourcing options
Network Services	1,155	0	1,155	1,155	0	
Information Management	357	0	357	357	0	
Traded Services - Education	(398)	0	(398)	(197)	201	£140,000 of over spend is due to expenditure incurred that should be funded from the PFI for School reserve and is requested to be drawn down at Q1. £60,000 is currently forecast as the shortfall against the WES Traded Service Target
Net Service Spending	9,754	1	9,755	9,494	(261)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
WAN Investment	325	0	0	325		
Information Assets - Savings	0	0	14	14		
Going for Growth - IA	1,031	0	0	1,031		
PFI for School	200	0	(140)	60	(140)	To cover expenditure planned for this reserve that will be incurred in 2015/16
Traded Reserve	0	0	387	387	387	Transfer to a Resources Group Traded Service Reserve
Total	1,556	0	261	1,817	247	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	559	559	559	559	0	559	0	All 2015/16 savings were taken from the budgets at the start of the year and all OOP Cost Centres on target to deliver within budget
OOP/IA-A	Reduction in the expenditure on specification, building or procurement, implementation, support and enhancement of information systems for WCC and partners.	117	117	117	234	0	351	0	
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.	79	79	79	79	0	129	0	
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	70	70	70	174	0	279	0	
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	107	107	107	215	0	273	0	
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	100	100	100	252	0	252	0	
OOP/IA-G	Reducing the cost of the management, the technical development/build and deployment of personal computing devices that staff use	35	35	35	107	0	142	0	
OOP/IA-H	Scale back the central purchasing function for all ICT equipment, desktop application software, mobile devices, network points, internal telephone extensions, and various other goods and services.	0	0	0	14	0	14	0	
OOP/IA-I	Savings associated with the provision of ICT training to ensure that staff have the appropriate skills and knowledge to allow them to make best use of the Authority's ICT facilities.	0	0	0	0	0	43	0	
OOP/IA-J	Reductions in the service management and business liaison service that leads on the development and maintenance of relationships between ICT and other Services, increasing the alignment of ICT to WCC front line services and the return on our overall ICT investment.	0	0	0	0	0	41	0	
OOP/IA-K	Scale back the records management service that provides advise to seek to ensure that corporate documents and records (paper and electronic) are correctly classified, tagged, stored and disposed of in line with legislation and best practice	0	0	0	0	0	17	0	
	Total	1,067	1,067	1,067	1,634	0	2,100	0	
	Target		1,067	1,067		1,634		2,100	
	Remaining Shortfall/(Over Achievement)		0	0		1,634		2,100	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Earlier Years	2015/16 £ 000's	2016/17 £ 000's	2017/18 and later £'000	Total £ 000's	Variance in Year £ 000's	Total Variance £ 000's	
10363000	Property Systems Development	201	70	0	0	271	201	70	0	0	271	0	0	
11121000	Development of Rural Broadband	5,177	7,278	4,276	5,518	22,249	5,177	4,687	4,276	8,109	22,250	(2,591)	0	BDOUK and BT have negotiated an acceleration of Contract 2 deployment. However, the knock effect of this is to merge parts of Contract 1 into Contract 2 and parts of Contract 2 into Contract 1. This will require a significant re-profile of the payment schedule and a re-allocation of funding throughout the next few years of the project.
11238000	Infrastructure e - government	413	0	0	0	413	413	0	0	0	413	0	0	
		5,792	7,348	4,276	5,518	22,934	5,792	4,757	4,276	8,109	22,934	(2,591)	0	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of customer satisfaction with the quality of services provided (KBM)	58		58	Green		
Major IT development projects are delivered on time and to budget (KBM)				N/A	To be measured against those projects which are clearly defined, both in terms of time and budget.	Work underway to identify relevant projects
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)	1			N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
All Resources Group change activity is delivered on time & within budget (KBM)	100		90	Red	More realistic estimate of year end outturn	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	4.4	1.64	6.56	Red	Although we are exceeding this years target. We have set a very challenging target to improve on last years excellent figures. We are still well below the WCC average for 2014/15	
Net variation to budget - Percentage (KBM)	-2	2.67	2.67	Red	£ variance: -260,751 but this include reserve transfers	
All business unit key activities are delivered on time and within budget (KBM)	1		0.9	Red	More realistic estimate of year end outturn	
Service standards published for all services (KBM)	100	100	100	Green		
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	60.8		60.8	Green		
% customer satisfaction with access to services and advice (KBM)	100		100	Green	This measure will be picked up via the Resources Customer Survey. We will explore if this can be used alongside the SOCITM Survey.	
% increase in staff engagement (KBM)	70.1		70.1	Green	We are looking to increase this by 5% to 70.1 in the Pulse survey	
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100			N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff expressing satisfaction with their manager as a leader (KBM)	69.8		69.8	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	100		100	Green	Assuming it is wider staff and will be assessed by wider Resources Survey else we will use a SOCITM style measure	

Annex N Information Assets

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% staff who consider Council's rules to be clear and understandable(KBM)	100		100	Green	Looking at how we can formally measure this.	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Capital Programme delivered on time & to budget (KBM)	1		1	Green	Relates to the BDUK Project	
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0		0	Green		
Proportion of Service Standards met (KBM)	100		100	Green	Need to formalise standards as part of CI review before measuring meeting them	
Risks identified are managed and reviewed monthly (KBM)	1		1	Green		
Savings delivered (KBM)	100	100	100	Green	All 2015/16 have already been removed from Budgets and we are working to delivering against the revised Budgets	
% staff satisfied with the council as an employer (KBM)	69.3		71.3	Green	Will look to increase this by 6.2% as part of increased engagement score	
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Overall availability of ICT network (Hours unavailable) (KBM)	14	0	12	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	468	0	468	439	(29)	Staffing levels not to budget due to staffing vacancies
School Governor Services	82	(82)	0	0	0	
Insurance, Internal Audit and Risk Management	470	47	517	517	0	
Legal Core	459	0	459	405	(54)	This underspent budget is being transferred to a Traded Service Reserve
Traded Services - Educational	(121)	52	(69)	(78)	(9)	
Traded Services - Non Educational	(542)	1	(541)	(611)	(70)	Increased demand for legal services
Net Service Spending	816	18	834	672	(162)	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	108	108	0	
Traded Reserve	0	0	54	0	54	Transfer to a Resources Group Traded Service G69Reserve
Warwickshire Counter Fraud Partnership	48	0	0	48	0	
Total	48	0	162	156	54	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	19	19	19	19	0	19	0	
OOP/LG-B	Reduce cost of the Civic Office (Chair of the Council)	20	20	20	20	0	20	0	
OOP/LG-C	Scale back the level of Corporate Risk Management support to the Council.	12	12	12	12	0	12	0	
OOP/LG-D	Increase External Income Potential through Legal Services	6	6	6	12	0	20	0	
OOP/LG-F	Reduce Elected Member Support and Development	0	0	0	24	0	24	0	
OOP/LG-G	Increase income generation target for School Governor Development and Training	0	0	0	3	0	3	0	
	Total	57	57	57	90	0	98	0	
	Target		57	57		90		98	
	Remaining Shortfall/(Over Achievement)		0	0		90		98	

Results for Key Business Performance Measures April 2015 to June 2015

Measure Short Name	Actual	YE Forecast	YE Target	Rag	COMMENTS	ACTIONSTOBETAKEN
% residents able to influence local decision making (KBM)	50	50	45	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff who consider Council's rules to be clear and understandable(KBM)				N/A	Awaiting staff survey results. Baseline and targets to be determined.	
All Resources Group change activity is delivered on time & within budget (KBM)		1	1	Green		
Proportion of all change activity benefits identified are delivered (KBM)		1		N/A	Reporting against this indicator is being considered further.	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
Average sick days per FTE (KBM)	2.03	8.12	6.7	Red	Managers in service engaging in active sickness absence management	
Net variation to budget - Percentage (KBM)	-19.48%	-19.48	-2	Red	£ variance -£162,000 · £29k underspend is due to staffing vacancies within Democratic Services. · £54k underspend relates to the additional WES Traded Income target which is to be transferred to the Resources Group WES Traded Service Reserve · £79k traded forecast surplus is due to additional work being undertaken.	
Number of adverse decisions from legal challenges is low (KBM)	1	1	0	Red	Decision from the First Tier Tribunal in respect of the requestor's appeal of the ICO's decision to uphold the Council's view that his request for information was vexatious under Section 14(1) of the Act. The Tribunal decided that the request was not vexatious and therefore ordered the Council to respond to the request within 28 days of the Decision	Response to be sent to the requestor within 28 days of the FTT decision - this has been done.
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)		79	79	Green	Awaiting staff survey results.	
% increase in staff engagement (KBM)		70.4	70.4	Green	Awaiting staff survey results.	
% of customer satisfaction with the quality of services provided (KBM)	97	95	95	Green		
% residents able to influence local decision making (KBM)	50	50	45	Green		
% residents able to influence local decision making (KBM)	50	50	50	Green		
% staff expressing satisfaction with their manager as a leader (KBM)		88	88	Green	Awaiting staff survey results.	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)		79	79	Green	Awaiting staff survey results	
% staff satisfied with the council as an employer (KBM)		71	71	Green	Awaiting staff survey results.	
Adverse decisions about Council complaint handling by Local Government Ombudsman (KBM)	0	10	10	Green	We have had 5 complaints not upheld by the LGO in this quarter and 2 which have not been counted as a complaint decision either because they were premature or were closed after initial enquiries	
All Resources Group Business Unit key activities are delivered on time and within budget (KBM)		1	1	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Number of risks identified in BU risk register which materialise (KBM)	0	0	0	Green		
Proportion of Service Standards met (KBM)		100	100	Green		
Risks identified are managed and reviewed monthly (KBM)	1	1	1	Green	Process has been put in place to review BU register	

Annex O Law and Governance

Measure Short Name	Actual	YE Forecast	YE Target	Rag	COMMENTS	ACTIONSTOBETAKEN
Service standards published for all services (KBM)		100	100	Green	Standards need to be finalised and published	
Average competency score for Leadership Team (KBM)	3.2	3.2	3	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Savings delivered (KBM)	19000	57000	1	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	1,176	121	1,297	1,103	(194)	The surplus is to be transferred to a Traded Reserve
Construction Services	1,822	53	1,875	1,898	23	Overspend shown against Maintenance & Minor works
Facilities Management	9,948	(1,263)	8,685	8,695	10	
Estates and Smallholdings	(265)	140	(125)	194	319	Overspend reflects request to draw down remaining balance from Planning Application reserve (£320k)
Asset Strategy	232	0	232	229	(3)	
Property Rationalisation Savings *	(853)	857	4	4	0	
Traded Services - Education	(1,139)	0	(1,139)	(1,123)	16	£49k surplus on Construction Services, £113k deficit on Catering (to be covered by Catering Equalisation Fund), £32k surplus on Cleaning, £16k surplus on Property Risk / Safety & Premises
Traded Services - Non Education	(296)	0	(296)	(259)	37	£10k deficit on Construction Services, £23k deficit on Catering, £4k deficit on Cleaning
Net Service Spending	10,625	(92)	10,533	10,741	208	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Planning Reserve	320	0	(320)	0	(320)	All funds required for 2015/16
Catering Equalisation Account	401	0	(113)	288	0	Forecast income lower than usual for 2015/16 due to reduced number of trading days (2 Easter breaks during 2015/16), actual figure to be drawn down will be confirmed later in the year
Traded Reserve	0	0	194	0	194	Transfer to a Resources Group Traded Services Reserve
Savings	0	0	31	31	0	
Total	721	0	(208)	319	(126)	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	406	406	406	406	0	406	0	
OOP/PA-B	Disposal of surplus properties (both urban sites and smallholdings) to accrue capital receipts that will be earmarked for the purposes of reducing the council's debt charges.	40	0	40	40	0	790	0	
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.	40	40	40	70	0	90	0	
OOP/PA-D	Reduce the cost of Corporate Contracts and Specifications for Cleaning Contracts	6	6	6	10	0	12	0	
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.	32	32	32	72	0	112	0	
OOP/PA-F	Develop an increased take up of school meals within existing and new customer base, targeting increasing turnover in already established schools.	6	6	6	13	0	18	0	
OOP/PA-H	Reduce the level of administrative support necessary to support construction and maintenance services with a view to reducing posts	20	20	20	20	0	20	0	
OOP/PA-I	Return responsibility for cleaning contracts back to schools and design services to help them manage their arrangements	30	30	30	35	0	35	0	
OOP/PA-J	Reduce staff numbers in the Asset Strategy team commensurate with the reduction in the portfolio.	37	0	37	37	0	37	0	
OOP/PA-K	Reduce staff numbers in the Estates and Smallholdings team commensurate with a reduction in the portfolio.	75	0	75	100	0	100	0	
OOP/PA-L	Deliver a 2nd phase of Property Rationalisation known as PRP2 which will see a reduction in the number of Council buildings and their associated running costs	350	190	350	1,050	0	1,600	0	
OOP/PA-M	Reductions in WCC's landlord maintenance budget commensurate with the reduction in property holdings as part of a further phase of Property Rationalisation.	0	0	0	200	0	400	0	
OOP/PA-N	To market test the corporate cleaning service with a view of achieving a reduction in costs for an agreed service delivery level.	0	0	0	50	0	80	0	
OOP/PA-O	Additional building maintenance for three years	50	50	50	50	0	50	0	
	Total	1,092	780	1,092	2,153	0	3,750	0	
	Target		1,092	1,092		2,153		3,750	
	Remaining Shortfall/(Over Achievement)		312	0		2,153		3,750	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16	2016/17	2017/18	Total	Earlier Years	2015/16	2016/17	2017/18	Total	Variance in Year	Total Variance		
			£ 000's	£ 000's	and later £'000			£ 000's	£ 000's	£'000					£ 000's
Building & Construction															
10972000	Planning Consent For Europa Way	445	0	0	0	445	445	60	0	0	505	60	60	Submission of planning application deferred at the request of Warwick District Council. Planning consent now achieved on 31st March 2015	
11134000	Wark Shire Hall - Refurb Of Old Shire Hall	30	500	220	0	750	30	500	220	0	750	0	0		
Property Rationalisation Programme															
11041000	Rationalisation Of The Council's Property	719	49	0	0	768	719	49	0	0	768	0	0		
11335000	Rationalisation of County Storage	2,695	1,305	400	0	4,400	2,695	1,305	400	0	4,400	(0)	(0)		
11338000	Re-wire & refurbishment of Pound Lane	479	20	0	0	499	479	19	0	0	499	(1)	(1)		
11400000	Globe House Alcester - Remodelling of Globe House	0	0	0	0	0	0	240	0	0	240	240	240	New Scheme approved by Cabinet 16 April 2015	
11416000	Bedworth King's House - Purchase of Long Lease	0	0	0	0	0	0	2,000	0	0	2,000	2,000	2,000	On 16 April 2015 Cabinet approved the acquisition of the remaining 247 years of the lease on Kings House, Bedworth. It further approved that £2m should be added to the Physical Assets capital programme for 2015/16 to meet the cost of acquiring the property.	
Structural Maintenance															
11142000	Non Schools Asb & Safe Water Remedials 2014/15	253	13	0	0	266	253	13	0	0	266	0	0		
Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action	
		Earlier Years	2015/16	2016/17	2017/18	Total	Earlier Years	2015/16	2016/17	2017/18	Total	Variance in Year	Total Variance		
			£ 000's	£ 000's	and later £'000			£ 000's	£'000	£ 000's					
11143000	Schools Asbestos & Safe Water Remedials 2014/15	1,129	106	0	0	1,235	1,129	141	0	0	1,270	35	35	£35000 moved from 11225000 due to increase forecasted spend on final accounts	
11144000	Non Sch - Planned Bldg, Mech & Elect Backlog 2014/15	2,205	376	0	0	2,581	2,205	376	0	0	2,581	0	0		
11145000	Schools Planned Bldg, Mech & Elect Backlog 2014/15	5,763	22	0	0	5,785	5,763	22	0	0	5,785	(0)	(0)		
11224000	Non-Schools Capital Asbestos And Safe Water Remedial Works 2015/16	0	353	0	0	353	0	353	0	0	353	(0)	(0)		
11225000	Schools Asbestos & Safe Water Remedials 2015/16	0	1,329	0	0	1,329	0	1,294	0	0	1,294	(35)	(35)	£35000 moved to 11143000	
11226000	Non Sch - Planned Bldg, Mech & Elect Backlog 2015/16	0	2,537	0	0	2,537	0	2,587	0	0	2,587	50	50	£50000 increase from initial estimate of capitalisation of revenue spend	
11227000	Schools Planned Bldg, Mech & Elect Backlog 2015/16	0	5,576	0	0	5,576	0	5,676	0	0	5,676	100	100	£100000 increase from initial estimate of capitalisation of revenue spend	
11283000	Non Schools Asb & Safe Water Remedials 2016/17	0	0	311	0	311	0	0	311	0	311	0	0		
11284000	Non Schools Asb & Safe Water Remedials 2017/18	0	0	0	311	311	0	0	0	311	311	0	0		
11285000	Non Sch - Planned Bldg, Mech & Elect Backlog 2016/17	0	0	2,524	0	2,524	0	0	2,524	0	2,524	0	0		
11286000	Non Sch - Planned Bldg, Mech & Elect Backlog 2017/18	0	0	0	2,524	2,524	0	0	0	2,524	2,524	0	0		
11287000	Schools Asbestos & Safe Water Remedials 2016/17	0	0	1,292	0	1,292	0	0	1,292	0	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	2,569	0	2,569	0	0	2,569	0	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		
11363000	Capitalisation of Structural Maintenance Assets	12	0	0	0	12	12	0	0	0	12	0	0		
Facilities															
10592000	Small Scale Reactive / Minor Improvements County-Wide	149	140	0	0	289	149	140	0	0	289	(0)	(0)		
11318000	Universal Free School Meals Programme	1,156	91	0	0	1,247	1,156	91	0	0	1,247	0	0		
Energy															

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years	2015/16	2016/17	2017/18 and later	Total	Earlier Years	2015/16	2016/17	2017/18 and later	Total	Variance in Year	Total Variance	
			£ 000's	£ 000's	£'000	£ 000's		£ 000's	£ 000's	£ 000's	£'000	£ 000's	£ 000's	
10400000	Climate Change 2009/10	291	63	0	0	354	291	63	0	0	355	0	0	
10410000	Climate Change 2007/08	352	1	0	0	353	352	0	0	0	352	(1)	(1)	Project closed and balance moved to 11136000
11135000	Various Properties - Reducing Energy	63	337	500	1,344	2,244	63	337	500	1,344	2,244	(0)	(0)	
11136000	Various Properties - Renewable Energy	145	255	500	4,500	5,400	145	257	500	4,500	5,401	2	2	Balance from 10410000 moved over
Smallholdings														
11139009	Lower Tysoe/Hopkins Farm, New Farm House - Pre Contract Consultants Costs / Enabling Works	40	310	0	0	350	40	310	0	0	350	0	0	
11141000	Rural Services Capital Maintenance 2014/15	582	156	0	0	738	582	148	0	0	730	(8)	(8)	£8429 transferred out to project 11141000
11228000	Rural Services Capital Maintenance 2015/16	0	805	0	0	805	0	813	0	0	813	8	8	£8429 transferred in from project 11141000
11291000	Rural Services Capital Maintenance 2016/17	0	0	789	0	789	0	0	789	0	789	0	0	
11292000	Rural Services Capital Maintenance 2017/18	0	0	0	789	789	0	0	0	789	789	0	0	
		16,507	14,344	9,105	13,329	53,285	16,507	16,793	9,105	13,329	55,735	2,450	2,450	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)				N/A	This is currently being defined for the whole Group and will be based on the definition of the Organisational Health Measure. Once this has been completed it will be shared and agreed with GLT as part of the broader work to define all key business measures for Resources Group.	
% staff who consider Council's rules to be clear and understandable(KBM)		tbd	90	N/A	Awaiting outcome 2015/16 Staff Survey	
Average competency score for Leadership Team (KBM)				N/A	This is a new key business measure and the baseline will be determined from the current round of appraisals	
No. of decisions deferred by decision making committee (KBM)	0	3	3	Green		
Proportion of all change activity benefits identified are delivered (KBM)				N/A	We are not yet in a position to report against this indicator. Benefits to be realised as a result of change will be identified and actively monitored following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This Measure is still currently underdevelopment for the whole of Resources Group. Once the final methodology has been agreed by Resources GLT we will be able to identify a suitable reporting process and update the Dashboard accordingly	
% staff satisfied with the council as an employer (KBM)	75.3	tbd	75.3	Green	Awaiting outcome of 2015/16 staff survey	
Net variation to budget - Percentage (KBM)	0	1.98%	0	Green	£ variance: £208,038	
Capital Programme delivered on time & to budget (KBM)	100	40%	95	Amber	MMW / Eng Capital Programme 40% committed as per 01/07/15 work programme download output	
% Delivery of Corporate Learning and Development Plans (KBM)	100	100	100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	73.2	tbd	73.2	Green	Information is not currently available	
% customer satisfaction with access to services and advice (KBM)	75	To plan	75	Green	Linked to the Resources Customer Survey, overall satisfaction rating in Facilities Service.	Awaiting outcome of 2015/16 Resources Customer Satisfaction Survey
% staff satisfied with the council as an employer (KBM)	75.3	tbd	75.3	Green	Awaiting outcome of 2015/16 staff survey	
%age of urgent maintenance (category D1) outstanding and held within Condition Reports requirements	0	0	0	Green		
All business unit key activities are delivered on time and within budget (KBM)	100	To plan	100	Green	Currently on target	
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1	1	1	Green		
Number of risks identified in the risk register which materialise (KBM)	0	0	0	Green		

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
Proportion of Service Standards met (KBM)	100	100	100	Green	Service Standards are as published in 2014/15	Service Standards/Others and measures to be reviewed and aligned to revised Structure.
Risks identified are managed and reviewed monthly (KBM)	100	100	100	Green		
Savings delivered (KBM)	686000	To plan	686000	Green	Savings accounted for via reduction in Budgets at the start of year. Currently on target to meet other savings targets at year end.	Aligned to OOP's Quarterly reporting process.
Service standards published for all services (KBM)	100	100	100	Green	Service Standards are as published in 2014/15	Service Standards/Others and measures to be reviewed and aligned to revised Structure.
The Property Rationalisation Programme is delivered on time and to budget (KBM)	349999.99	305738	350000	Green		
% increase in staff engagement (KBM)	72.8	tbd	73	Green	Awaiting outcome of 2015/16 staff survey	
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	55.7	tbd	56	Green	Awaiting outcome 2015/16 Staff Survey	
% staff expressing satisfaction with their manager as a leader (KBM)	72		75	Green	Awaiting outcome 2015/16 Staff Survey	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.2	1.70	6.8	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	
% of customer satisfaction with the quality of services provided (KBM)	61		61	Green		

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

2015/16 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 and Planning	780	0	780	737	(43)	Underspends relates to staff vacancies
Observatory	316	20	336	341	5	
Service Improvement and Change Management Admin	172	0	172	157	(15)	Lower than budgeted staffing costs primarily due to part time coverage of full time PA post
Development and Support	560	0	560	555	(5)	
Commercial Enterprise	208	0	208	216	8	
Resources Transformation	0	0	0	198	198	Transformation fund projects to be funded from Resources Group Reserves
Net Service Spending	2,036	20	2,056	2,204	148	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Savings	0	0	(148)	(148)		
SICM Reserves	190	0	0	190		
Total	190	0	(148)	42	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	247	247	247	247	0	247	0	
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.	68	68	68	68	0	68	0	
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.	50	50	50	50	0	50	0	
OOP/SICM-D	The Corporate Consultation function is ceased. The Consultation framework and co-ordinating infrastructure will be maintained and 'mainstreamed' within the Observatory.	25	25	25	25	0	25	0	
OOP/SICM-E	Further savings from expenditure budgets across the service commensurate with changes across the Business Unit.	40	40	40	40	0	40	0	
OOP/SICM-F	Review of SICM Management Structure with a view to reduction in posts commensurate to the changes across the Business Unit.	60	60	60	60	0	60	0	
OOP/SICM-G	Increase income generation activities	40	40	40	40	0	40	0	
OOP/SICM-H	The GIS function will be remodelled and re-focussed on a smaller core offering which may include a reduction in posts.	0	0	0	50	0	50	0	
OOP/SICM-I	The Project and Performance Management Arrangements (both central and localised arrangements) will be remodelled. Savings will be delivered by both expenditure savings and reduction in posts.	0	0	0	100	0	100	0	
OOP/SICM-J	Reduction in inflation budget commensurate with changes across the Business Unit.	0	0	0	20	0	20	0	
OOP/SICM-K	Rationalisation of performance management and business support	10	10	10	40	0	40	0	
	Total	540	540	540	740	0	740	0	
	Target		540	540		740		740	
	Remaining Shortfall/(Over Achievement)		0	0		740		740	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Q1 Actual	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
No. of decisions deferred by decision making committee (KBM)	3	0	3	Green		
Proportion of Service Standards met (KBM)				N/A	We are currently developing appropriate collection arrangements to report against this measure for Quarter 2	
Proportion of all change activity benefits identified are delivered (KBM)				N/A	As part of the wider work on projects and programmes, a more robust approach to the identification of benefits to be realised is being developed to ensure we can actively monitor change following implementation	
Resources Group demonstrates value for money (KBM)				N/A	This measure is currently under development for the whole of Resources Group, the final methodology will be considered by Resources GLT in September and the identification of a suitable reporting process and update to the Dashboard will be developed accordingly	
Net variation to budget - Percentage (KBM)	0	7.2	7.2	Red	SI&CM forecast outturn includes £198k of transformation project expenditure which is expected to be funded through the Resources Group Reserves.	
% Delivery of Corporate Learning and Development Plans (KBM)	100		100	Green		
% Resources Group staff who have accessed appropriate learning and development training identified in appraisal process (KBM)	100		100	Green	Learning & Development Plans are in place. Staff have attended appropriate training and development as required to deliver SICM services	
% customer satisfaction with access to services and advice (KBM)	32		32	Green	This data will be collected as part of the Staff Pulse Survey.	
% increase in staff engagement (KBM)	81.8		81.8	Green		
% of customer satisfaction with the quality of services provided (KBM)	57		68	Green		
% of services that are commissioned to deliver against clearly defined set of outcomes (KBM)	100		100	Green		
% staff expressing satisfaction with their manager as a leader (KBM)	62		72.9	Green		
% staff satisfaction with access to the resources and information which allow them to do their job(KBM)	65		65	Green		
% staff satisfied with the council as an employer (KBM)	72		72	Green	This information will be gathered from the Staff Pulse Survey and will be available in time for Quarter 2 reporting	
% staff who consider Council's rules to be clear and understandable(KBM)	90		90	Green		
All Resources Group change activity is delivered on time & within budget (KBM)	100		100	Green		
All business unit key activities are delivered on time and within budget (KBM)	100		100	Green		
Average time taken by Members to make formal decisions(KBM)	30	30	30	Green		
Information required by decision makers is dispatched in a timely manner and to timescales set (KBM)	1		1	Green		
Number of risks identified in the risk register which materialise (KBM)	0		0	Green		
Risks identified are managed and reviewed monthly (KBM)	100		100	Green		
Savings delivered (KBM)	1	1	1	Green	OOP Savings for 15-16 identified and implemented from 1st April.	
Service standards published for all services (KBM)	100		100	Green		
Average competency score for Leadership Team (KBM)	3	3.2	3.2	Green	This is a new key business measure and the baseline will be determined from the current round of appraisals.	
Average number of days sick per year (FTE working days lost per FTE) (KBM)	8.2	0.71	2.84	Green		
% staff expressing satisfaction with their manager				N/A	Awaiting staff survey results.	

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

2015/16 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	10,677	200	10,877	10,819	(58)	
Prevention, Protection & Planning	1,849	(1)	1,848	1,866	18	
Operational Support	5,249	327	5,576	5,640	64	
Service Support	1,313		1,313	1,316	3	
Net Service Spending	19,088	526	19,614	19,641	27	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Pensions Reserve	79			79		
Fire Control Project	509		(90)	419		
Service Savings Reserve	426		63	489		
Total	1,014	0	(27)	987	0	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Savings delivered in 2014/15	505	505	505	505	505	505	505	
OOP/FRS-A	Implement a new response model	471	121	471	1,159	1,159	1,512	1,512	
OOP/FRS-B	Reduction of fire control staff as part of a joined control arrangement with Northamptonshire Fire and Rescue Service	52	0	0	101	101	101	101	Control programme implementation now scheduled for early 2016/17. Shortfall in 2015/16 will be mitigated by one-off funding and underspends elsewhere.
OOP/FRS-E	A reduction in fire engines, clothing, protective equipment, operational equipment and training in line with the reduction in staff numbers	66	66	66	82	82	97	97	
OOP/FRS-G	Reduction in staffing in Fire Prevention Team	0	0	0	42	42	42	42	
OOP/FRS-H	Removal of one senior management post within the Service	35	35	35	100	100	100	100	Area Commander position has been removed.
	Total	1,129	727	1,077	1,989	1,989	2,357	2,357	
	Target		1,129	1,129		1,989		2,357	
	Remaining Shortfall/(Over Achievement)		402	52		0		0	

2015/16 to 2018/19 Capital Programme

Agresso Project Code	Description	Approved Budget					Forecast					Variation		Reasons for Variation and Management Action
		Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Earlier Years £'000	2015/16 £'000	2016/17 £'000	2017/18 and later £'000	Total £'000	Variance in Year £'000	Total £'000	
11151000	Fire Capital Grant - Equipment for Fire Appliances	97	167	0	0	264	97	67	0	0	164	(100)	(100)	£100k of this grant is being used to support the "Fire Future Estate Programme" Expenditure and forecasts have been completed on the relevant programmes 1137500 & 1137600.
Sub Total - Projects Funded From Fire Capital Grant		97	167	0	0	264	97	67	0	0	164	(100)	(100)	
11223000	Vehicle Replacement Programme 2015/16	0	881	0	0	881	0	881	0	0	881	0	0	
Sub Total - F&R Self Financing Projects		0	881	0	0	881	0	881	0	0	881	0	0	
11153000	Equipment for new Fire Appliances 2014/15	97	23	0	0	120	97	23	0	0	120	(0)	(0)	
11298000	Equipment for new Fire Appliances 2015/16	0	120	0	-	120	0	120	0	0	120	0	0	
11299000	Equipment for new Fire Appliances 2016/17	0	0	120	-	120	0	0	120	0	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		97	143	120	120	480	97	143	120	120	480	(0)	(0)	
11229000	Refurbishment of Fire Service HQ and Leamington Fire Station	181	500	2,350	-	3,031	109	100	750	1,891	2,850	(400)	(181)	The phasing of this programme has been reviewed with major works now commencing in 2016/17. The scheme was overstated at outturn by prior years abortive cost adjustments and this has now been adjusted.
11372000	Fire & Rescue Service Future Estate	0	0	1,446	-	1,446	0	0	1,446	0	1,446	0	0	
11373000	Response Location - Gaydon	0	700			700	0	700	0	0	700	0	0	
11374000	Training Centre - New Build	0	2,700	2,600	-	5,300	0	700	3,000	1,600	5,300	(2,000)	0	This project has been re-phased as major works are unlikely to commence until 2016/17
11375000	Alcester Fire Station Reconfiguration	5	295			300	5	390	0	0	395	95	95	Increase funded from underspend on 11151000
11376000	Stratford Fire Station Reconfiguration	20	280			300	20	285	0	0	305	5	5	Increase funded from underspend on 11151001
Sub Total - F&R Future Estate Project		206	4,475	6,396	0	11,077	134	2,175	5,196	3,491	10,996	(2,300)	(81)	
11154000	Warwickshire Fire Control Provision - Funded from CLG Fire Control Grant	696	137	0	0	833	696	103	0	0	799	(34)	(34)	Original budget was based on estimated costs of new network infrastructure, these costs have since been finalised.
Sub Total - Fire Control Project		696	137	0	0	833	696	103	0	0	799	(34)	(34)	
Grand Total		1,097	5,803	6,516	120	13,536	1,025	3,368	5,316	3,611	13,321	(2,435)	(215)	

Results for Key Business Performance Measures April 2015 to June 2015

Measure	2015/16 Target	2015/16 Year-End Forecast	Status	Commentary	Action to be taken
% RDS appliance availability (KBM)	85	75	Red	Recruiting and retaining RDS personnel is a challenge not only to Warwickshire but also nationally. WFRS has a number of initiatives in place that will improve RDS availability in the future but it is anticipated that the target will be missed.	A more focussed, localised RDS recruitment campaign. Flexible working by Officers to improve fire appliance availability. Innovative crewing arrangements to ensure that wholtime firefighters can support RDS.
% of Home Fire Safety Checks delivered to vulnerable and targeted persons (KBM)	85	75	Red	WFRS are working hard to target those most vulnerable to suffering a fire in the home for home fire safety check's (HFSC). The greater majority of HFSC's are delivered to those individuals and families who fit within those targeted groups. Fire officers are given discretion to carry out HFSC's to any family they think would benefit from the education. The Service will continue to target those at risk of suffering a house fire and will provide fire safety education to benefit all members of our community.	Target groups for delivery of HFSC's have been redefined which will enable personnel delivering the service greater discretion.
No. of deliberate fires attended	535	650	Red	The Service has experienced an increase in deliberate fires over the previous few months. The largest proportion of deliberate fires are secondary and involve grass or refuse, there is no property or vehicle involved. Historically increases in such fires usually occur during periods of hot, dry weather which has been the case during this 3 month period.	The dedicated Arson Reduction Team closely monitor arson activity on a daily basis and work with partners to deliver initiatives to tackle the issues, including the B.I.K.E and ASBIT schemes.
No. of incidents attended (KBM)	2789	3200	Red	It is currently estimated that the total number of incidents will miss the year end target. This is entirely due to the increase in deliberate secondary fires which have been experienced. All other key categories of fire which have life risk attached, including Accidental Dwelling Fires and Fires in Non Domestic property remain under target.	Close monitoring of levels of activity across all levels of the organisation. Prevention initiatives at local levels where there is an emerging issue identified.
No. of fire related injuries (KBM)	18	18	Green		
No. of preventable fire related deaths (KBM)	0	0	Green		
No. of site specific risk inspections delivered	600	600	Green		
Total no of accidental dwelling fires (KBM)	159	159	Green		
% times an appliance arrives at life risk or property incidents within 10 mins (KBM)	75	76	Green		
No. of people extricated from RTCs (KBM)	145	105	Green		
Total no of fires in non domestic premises (KBM)	83	78	Green		
Revenue outturn -% Forecast variance to budget	0	0.1	Red	The small variance of £63k primarily relates to the Fire Control Project. The Service still has £509k in reserve to support this project so when all contractual obligations have been finalised the reserve position will be reviewed in time for Q2.	
£K Forecast Savings at Year End	624	572	Red	Control Programme implementation now scheduled for early 2016/17. shortfall in 2015/16 will be mitigated by one-off funding and underspends elsewhere.	
% Customer satisfaction levels (KBM)	95	95	Green		
Average sick days per FTE (KBM)	6	6	Green		
Capital Programme - % Variance to Budget (KBM)	0	0	Green		
No. of whole-time firefighter vacancies (Full Time Equivalents)	0		N/A	This is the operational firefighters vacancies across the Service. It includes the secondments which have been off set by H&WFRS personnel and also RDS on WDS fixed term contracts.	
% competency checks completed by Managers	100	100	Green		
% risk critical equipment replaced within 24 hours	100	100	Green		
No of RIDDOR adverse events (KBM)	9	8	Green		
No. of Level 3 and Major Risks exercises and training events undertaken	12	30	Green		

Other Services - Virginia Rennie
Strategic Director - David Carter

2015/16 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	(157,293)		(157,293)	(158,394)	(1,101)	The additional grant income being forecast is as a result of the receipt of grants which had not been announced when the budget was set in February. This includes £213,000 Extended Rights to Free Transport funding from the DfE and £827,000 additional Section 31 grant to compensate the authority for the loss of income from capping the business rate multiplier in 2014/15 and 2015/16.
Dedicated Schools Grant (DSG), other grants to schools and the use of school reserves	(270,929)	(27,932)	(242,997)	(242,845)	152	The variation reflects the schools balances that will transfer with the in year academy converters this year to date
Individual Schools Budget (ISB)	208,725	32,649	176,076	176,076	0	
Capital Financing	39,790	1,268	41,058	40,423	(635)	The underspend is the result of slippage in the delivery of the capital programme reducing the underlying need to borrow in previous years. Whilst this is an in-year saving the funding will be required in future years when the spending takes place.
Interest on Revenue Balances	(1,082)		(1,082)	(2,050)	(968)	The additional income has been generated because our investments are currently yielding higher returns than was forecast when the budget was agreed.
0-5 Strategy for Children	800		800	800	0	
Living Wage in Warwickshire - Feasibility	50		50	50	0	
Strategic Management Team	1,404		1,404	1,285	(119)	The forecast underspend of £119,000 is made up of a net £79,000 overspend 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 Transformation Fund Reserve. The funding will then be drawn down to support the activity of the Group in future, as needed.
County Coroner	402		402	401	(1)	
Environment Agency (Flood Defence Levy)	224		224	224	0	
External Audit Fees	171		171	171	0	
Provision for redundancy costs	2,297		2,297	2,297	0	
Pensions deficit under-recovery	420		420	397	(23)	
County Council Elections	251		251	15	(236)	Apart from the by-election no spending is forecast for the remainder of 2015/16. It is proposed that the balance of the budget (£236,000) is transferred to the specific Quadrennial Elections Reserve that is used to accumulate the funding needed to meet the costs of the 2017 local elections.
Members Allowances and Expenses	1,032		1,032	925	(107)	
Other Administrative Expenses and Income	420		420	420	0	
Reorganisation Pensions	58		58	29	(29)	
Subscriptions	104		104	101	(3)	
Net Service Spending	(173,156)	5,984	(176,604)	(179,675)	(3,071)	
				Non DSG	(3,223)	
				DSG	152	

2015/16 Reserves Position

Reserve	Opening Balance 01.04.15 £'000	Movement in Year £'000	Effect of Outturn £'000	Closing Balance 31.03.16 £'000	Transfer Request To / (From) Reserves £'000	Reason for Request
Corporate				0		
General Reserves	18,797		1,821	20,618		
Medium Term Contingency	17,332			17,332		
Service Realignment Fund	11,877			11,877		
Total Corporate Reserves	48,006	0	1,821	49,827	0	
Other Services				0		
Audit Fee Reserve	563			563		
Capacity Building Fund	1,454			1,454		
Carbon Reduction Commitment Scheme	527			527		
Community Infrastructure Levy	301			301		
Capital Fund	1,040			1,040		
Insurance Fund	8,460			8,460		
Schools	14,459		(152)	14,307		
Interest Rate Volatility Reserve	4,320		968	5,288		
National Non-Domestic Rates Appeals	922			922		
Quadrennial Elections	239		236	475	236	This transfer of £236,000 underspend to the specific Quadrennial Elections Reserve will help to fund the 2017 Local Elections.
Total Other Services Reserves	32,285	0	1,052	33,337	236	
Group Reserves				0		
Resources Group	766			766		
Resources Transformation Fund	1,704		198	1,902	198	Relates to a 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 Transformation Fund Reserve. The funding will then be drawn down to support the activity of the Group in future, as needed.
Resources Group Traded Reserve	0			0	658	Transfer of additional trading income from the Resources Group Business Units, as reported in their individual annexes.
Resources Systems Replacement Fund	1,413			1,413		
Total Group Reserves	3,883	0	198	4,081	856	
Total	84,174	0	3,071	87,245	1,092	

2015/16 to 2017/18 Savings Plan

OOP Reference as per Service Estimate Report	Savings Proposal Title	2015/16			2016/17		2017/18		Reason for financial variation and any associated management action
		Target £'000	Actual to Date £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	Target £'000	Forecast Outturn £'000	
	Budget reduction for savings in 2014/15	1,050	1,050	1,050	1,050	1,050	1,050	1,050	
OOP/OS-A	Reduction in the provision for borrowing costs.	500	500	500	1,000	500	1,500	500	
OOP/OS-D	Management Restructure	0	0	0	100	0	250	0	
OOP/OS-E	Removal of the provision for funding redundancy costs.	0	0	0	0	0	2,000	0	
OOP/OS-F	Savings from efficiencies through working with other local authorities (including Warwickshire districts and the wider sub region) as well as other public sector agencies by 2018.	0	0	0	0	0	2,800	0	
		1,550	1,550	1,550	2,150	1,550	7,600	1,550	
	Target		1,550	1,550		2,150		7,600	
	Remaining Shortfall/(Over Achievement)		0	0		600		6,050	