

Cabinet

9 November 2017

One Organisational Plan Quarterly Progress Report April – September 2017

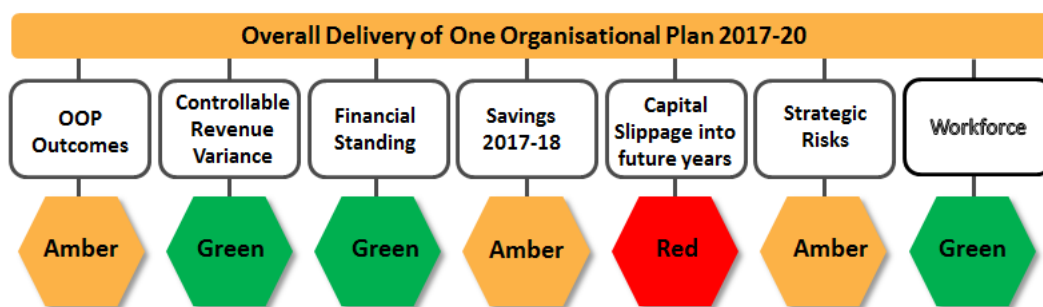
Recommendations

Cabinet are recommended to:

- a) Note the progress on the delivery of the One Organisational Plan (2017-20) as at the end of September 2017 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 £0.469 million from Business Unit reserves to support the delivery of services in future years, as outlined in section 3.2.
- d) Approve the revised capital payments totals and the revised financing of the 2017/18 capital programme as detailed in the table in section 3.4.
- e) Approve the increase in the cost of the refurbishment of Old Shire Hall of £0.936 million to meet the requirements of being a commercial events venue funded from revenue/capital resources previously approved for Property Services and improving the customer experience in Customer Services, as detailed in section 3.4.

1. Progress on the Overall Delivery of the One Organisational Plan (OOP 2020)

- 1.1. At the end of quarter 2, the forecast for the delivery of the major components of the Authority's Plan is at Amber, as shown in the chart below.



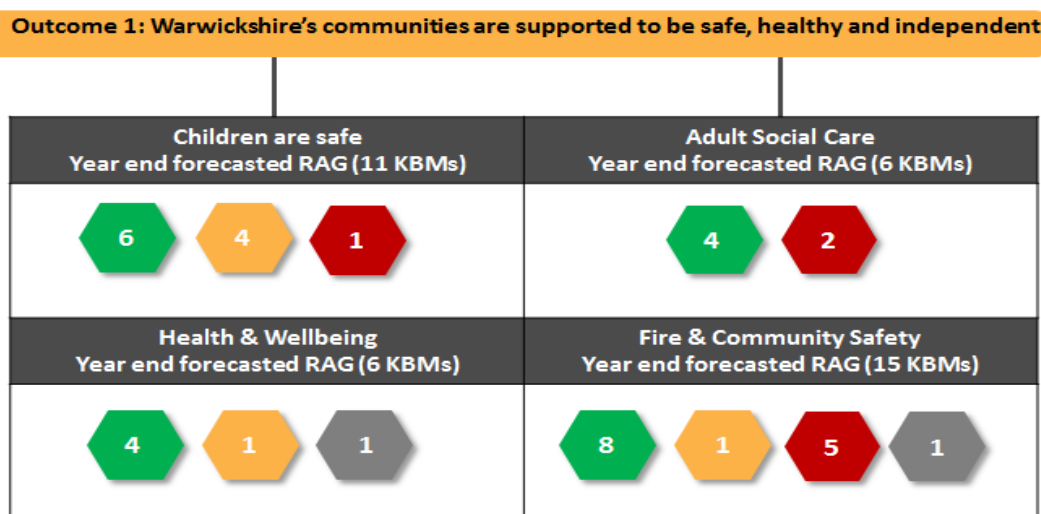
- 1.2. Overall, there is little change from the forecasts at quarter 1.
- 1.3. For the OOP Outcomes, the overall forecast is at Amber to deliver all three high level Outcomes. Specifically, both of Outcomes 2 (Economy) and 3 (Resources) are forecasting an overall delivery of Green, with an assessment that at least 70% of their Key Business Measures will achieve their targets. In relation to Outcome 1, (Safe, healthy & independent communities), a number of challenging issues continue to be faced by children & families, adult social care, fire and community safety (including transport) which will impact on delivery. Most of these are long term issues which are the focus of the Authority's transformation programmes. Further details are covered in section 2 of the report.
- 1.4. An under-spend of £0.045million (0.02%) is being forecast on the revenue budget for the year, which is within the agreed tolerance level of 2%. More information on the under-spend is contained within **Appendix A** and Annexes A-P.
- 1.5. The forecast outturn for the savings plan is that there is likely to be a shortfall of 4.5% (£1.433 million) against the overall target of £31.935m by the year-end. The gap is slightly wider than forecasted at Quarter 1 – mainly due to issues for the People Group. Section 3 provides further details. Where this has an impact on the revenue outturn position, Business Units or Groups have sufficient reserves to cover any shortfall. This shortfall is within tolerance levels and Business Units are implementing their plans for achieving their savings targets over the three year period.
- 1.6. Consequently, the financial standing of the authority and the forecast of resources available to deliver the OOP Outcome Framework remain robust. The in-year financial position is tighter than previous years and therefore requires a focussed discipline on priorities and maintaining pace in the decision-making and then delivery of the agreed plans to ensure the medium term financial plan that underpins OOP2020 remains on course.
- 1.7. The position on strategic risks remains unchanged and Corporate Board continues to have regular oversight of these. Three of the four Key Business Measures on Workforce are on track to achieve their yearly targets.

2. Performance Commentary

OOP Outcome Framework

- 2.1 The OOP Outcome Framework consists of 3 high level Outcomes which are also disaggregated by the main service/policy areas. The delivery of these Outcomes is dependent on the achievement of their supporting Key Business Measures (KBMs).
- 2.2 Overall, Outcomes 2 (Economy) and 3 (Resources) are expecting to achieve at least 70% of the yearly targets for their KBMs and so have an overall rating of Green. Thus, 20 of the 26 KBMs for Outcome 2 and 15 of the 19 KBMs for Outcome 3 have a Green forecast.
- 2.3 Outcome 1 has an overall Amber rating, based on 22 of the 38 KBMs (57%) forecasting to achieve their yearly targets.
- 2.4 At a disaggregated level, 2 of the 7 policy areas are forecasting to achieve (Green) at least 70% of their KBMs. These are: economy & infrastructure, (including environment & localities) and resources. The remaining 5 policy areas are forecasting at Amber overall in relation to their KBMs (i.e.50-69% of KBMs are forecasting a year-end at Green).
- 2.5 Full details of the progress in performance of all 83 KBMs at the end of quarter 2 are provided in Annex R.
- 2.6 Appendix B to this report provides longer term trend data and comparative data where available on the KBMs for the policy areas. This additional information enables a more rounded assessment than that provided by just the quarterly information.

Outcome 1: Warwickshire’s communities are supported to be safe, healthy and independent.



2.7 The table above shows the year-end forecast RAG position of the Key Business Measures for the 4 policy areas which contribute to Outcome 1. All 4 policy areas are forecasting at Amber level overall, indicating that 50-69% of the supporting KBMs are forecasting being able to achieve their yearly target. The sections below reports in more detail on these policy areas.

“Children are safe”

2.8 6 of the 11 KBMs are forecasting at Green, including the numbers of children looked after and early help assessments initiated. The overall aim remains to increase early help assessments and thus reduce the number of children being looked after and child protection plans in place (without compromising the safeguarding of children). The Scorecard for Children in Appendix B shows the performance of these 3 KBMs since 2014 and the challenge of sustaining the impact on these measures. All 3 KBMs have remained at virtually the same level since 2014.

2.9 The KBM for the number of child protection plans is currently forecasting at Red. In part, this is due to an increased number of serious incidents of child abuse being reported. Active management of those with a protection plan are being undertaken to ensure that plans remain in place only as needed to safeguard the children concerned. Longer term, the ability to meet this yearly target is also dependent on increasing early help assessments and reducing the caseloads for social workers and independent reviewing officers. Both the latter two key business measures are at Amber. The latest recruitment campaign for social workers is proving to be successful and resulting in sufficient posts being offered to enable front line teams to be fully staffed but the impact of this may not be fully realised until quarter 4.

2.10 However, the Authority continues to make good progress in increasing the percentage of children looked after that left care via adoption, special guardianship or children arrangement orders (Appendix B-Children Scorecard) and Warwickshire’s adoption levels are higher than national and those of its statistical neighbours.

2.11 The goals for the placement of children looked after, are to reduce the use of residential and external foster care, whilst increasing the use of internal foster carers. The KBM for children placed in residential care is forecasting to achieve it’s yearly target (thus Green) and the Authority has successfully managed to maintain a reduction from the 2015/16 levels (See scorecard at Appendix B). However, both KBMs for the numbers of children placed in external and internal foster care are forecasting not to fully achieve their yearly target (Amber). This is due to a lack of sufficient quality internal foster carers affected by the recruitment drive for new in-house carers, which has taken longer than expected to gain momentum (an issue also being faced by other Authorities). The effect of these pressures is impacting on the revenue budget (with a forecasted overspend) and on the ability of the Service to fully achieve their savings target.

Adult Social Care

- 2.12 The overall aims for adult social care are to increase people's independence and health by reducing the numbers being permanently admitted to residential, nursing and long term community care and to promote choice and control. 4 of the 6 KBMs for Adult Social Care are forecasting to achieve their yearly target and are rated Green.. These include the numbers of permanent admissions to residential and nursing care (over and under age 65) and to long term community care. Admissions to long term community care are one of the largest group of service recipients; the forecast for this by the year end is that that total numbers will be close to the level in 2014/15 (after a reduction in 2015/16/17).
- 2.13 As well as admissions, the financial impact on the Service is also affected by the total number of service users, their length of stay in types of accommodation and market rates. The Scorecard for Adult Social Care in Appendix B shows that the total number of service users at the end of quarter 2 are similar to a year ago.
- 2.14 2 of the 6 KBMs are forecasted to be Red at year-end. These are the number of people receiving a Direct Payment and Delayed Discharges from Hospital.
- 2.15 Direct payments are one way in which service users can exercise choice and control. Although Direct Payments are forecasting not to achieve their yearly target, the Service continues to actively promote these to users.
- 2.16 There is little change from Quarter 1 in respect of delayed transfers of care from hospital which is still forecasting to be considerably higher (at 550 per 100,000 population) than the yearly target (396 per 100,000 population), though the 550 forecast will be an improvement on the 597 per 100,000 in 2016/17. These are due to both delays in assessments being completed and in sourcing care packages. This area is one of the specific transformation projects which aims to make in-roads on discharges; additional staff have been employed within the hospital and reablement teams to help improve this.

Fire & Community Safety

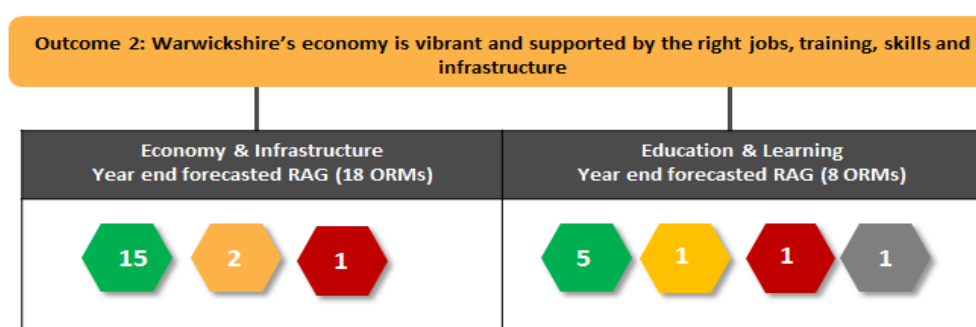
- 2.17 This covers fire, road and flood safety and is measured through 15 KBMs. 8 of these 15 are forecasting to achieve their yearly target (rated Green) whilst 5 of the 15 KBMs are forecasting that the yealy targets will not be met (rated Red).
- 2.18 9 of the 15 KBMs are in relation to the Fire Service. 5 of these 9 are forecasting at Green (to achieve their year-end targets), 3 at red (will not achieve their target) and 1 at Amber (will almost achieve the target).
- 2.19 Fire Service KBMs which are forecasting to achieve their target include response times when a 1st Appliance arrives at life risk/property incidents within agreed response standards, % Retained Duty Staff appliance availability at specific key stations and the number of accidental dwelling fires. Availability of Key Retained Duty Appliances is improving gradually due mainly to the flexible use of wholtime firefighters covering short term

availability gaps at Retained Stations and other similar flexible working practices. Overall the number of Retained Firefighter vacancies and subsequent Fire Crew unavailability remains a long standing concern and work is underway with HR & OD to improve the level of proactive recruitment and outreach work necessary to attract candidates. The scorecard for Fire & Community Safety within Appendix B shows the trend in performance over the last 3 years where available, for the KBMs concerned.

- 2.20 One of the Fire Service KBMs that is forecasting a year-end position at 'Red', is that on the number of incidents attended, with a forecast that 3200 will be attended by the year end which would exceed the yearly target (3013). The level of incidents in quarter 2 are 5.3% higher than the same period last year but have decreased by 18% since quarter 1 of 2017/18. This rise is due to an increase in secondary fires; levels of deliberate fires have also increased by 7% compared to the same period in 2016/17. Benchmarking information on 45 other Fire Services, including Warwickshire, shows that Warwickshire attends the lowest level of fire incidents per 10,000 of the population, by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services. Warwickshire Fire Service is actively working to improve incident levels over the remaining period of 2017/18. The Scorecard for Fire & Community Safety at Appendix B aims to provide longer term trends on the KBMs and shows a slight improvement in 2016/17 (3,076 incidents attended) over 2015/16 (3,306).
- 2.21 Two additional Fire & Rescue KBMs forecasting at Red are the measures on the number of regulatory reform order risk-based inspections and the number of preventable fire related deaths. The former has been impacted due to the decision to focus on completing highrise inspections after the Grenfell tragedy and suspending other protection inspections. Although other inspections have now resumed, the Service is unlikely to be able to meet it's yearly target for these risk-based inspections. The target for fire related is zero and this has been missed due to two fire related fatalities which were in relation to an aircraft incident (though confirmation from the coroner as to the exact cause of death is still awaited).
- 2.22 On road safety, the KBM on the number of people killed or seriously injured on our roads is also forecasting at 'red'. Nationally, there has also been a 4% increase in this Measure. The Scorecard on Fire & Community Safety at Appendix B confirms the three year trend data (2017/18-forecast of 374; 2016/17- 374 actual and 2014/15- 315 actual KSI) on this for Warwickshire, confirming an 18% increase in 2016/17 since 2014/15 and a forecasted increase of 8% compared to 2014/15. The Transport & Economy Service continues to use a combination of road safety education, engineering and enforcement interventions to address this; casualty reduction schemes at two locations are to be implemented this year.

- 2.23 The other KBM forecasted at Red is the level of re-offending by young people. The latest data on this confirms the continuing challenge in meeting the target although Warwickshire's rate is better than the national average.
- 2.24 Flood protection remains an important priority and it is forecasted that 10,000 preoposed new properties will be better protected from flooding through the Authority's planning role and this KBM will exceed it's yearly target (and is at Green).

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training and skills.



- 2.25 The overall forecast for Outcome 2 is that 20 of its 26 (77%) KBMs will achieve their yearly target and thus has a Green rating overall. The chart above provides the forecasted RAGs of the KBMs for both policy areas under this Outcome.

Economy & Infrastructure

- 2.26 15 of the 18 KBMs are forecasting to achieve their yearly target (rated Green). The only significant changes from quarter 1 are to:

- The KBM on waste service cost per household, which now forecasts an improvement from quarter 1; the cost per household is now forecasted to be £67 and meeting its revised yearly target rather than the £90 projected at Q1. However, despite this, there is a projected overspend in the revenue budget for this.
- % of Core Highways Maintenance Contract measures achieving target, although still forecasting a year-end position of 'Red'/not meeting its target, (90% forecast achievement against the target of 100%), there is an improving position on this from the last month.

Education & Learning

- 2.27 5 of the 8 KBMs are forecasting to achieve their year-end targets and at Green. Amongst the KBMs forecasting at Green is that on the percentage of

disadvantaged children achieving grades A*-C at the end of key stage 4 in English & Maths. The Scorecard for Education at Appendix B confirms that Warwickshire's 2017/18 forecast forms part of an improved trajectory since 2015/16.

- 2.27 The KBM on the percentage of disadvantaged children achieving age related expectations at key stage 2 in reading, writing and maths is forecasting an under-achievement at 42% against its yearly target of 57%. Despite this, the Scorecard on Education and Learning at Appendix B confirms that Warwickshire is making steady improvements on this Measure since 2014/15.

Outcome 3: Resources and services are targeted effectively and efficiently whether delivered by the local authority, commissioned or in partnership.



- 2.28 This Outcome is forecasting to achieve 15 of its 19 KBMs by the year-end. The Scorecard for Resources at Appendix B confirms that 5 of these 15 KBMs show an improved trajectory of achievement since 2014/15. These are: the amount of cash return on invested capital, the availability of IT key systems to users, positive employee engagement, staff sickness levels and the number of legal challenges/adverse judgements.
- 2.29 The only significant changes since quarter 1 are to increases in digital assistance which is forecasting an under-achievement at 16% against its yearly target of 20%. However, the Authority's Digital by Default/Customer Service Strategy is assessed through this KBM and through the performance of the percentage of on-line transactions and this KBM is on track to meet its yearly target.

Management of HR and Risk

- 2.30 The successful delivery of the One Organisational Plan is dependent on the staff that work for the County Council to deliver it and our ability to manage and respond to risks.
- 2.31 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. Sickness absence shows a slight increase from 9.60 days sick per FTE at quarter 1 to 9.75 at quarter 2. The Authority continues to actively manage this through its revised policy and procedures.

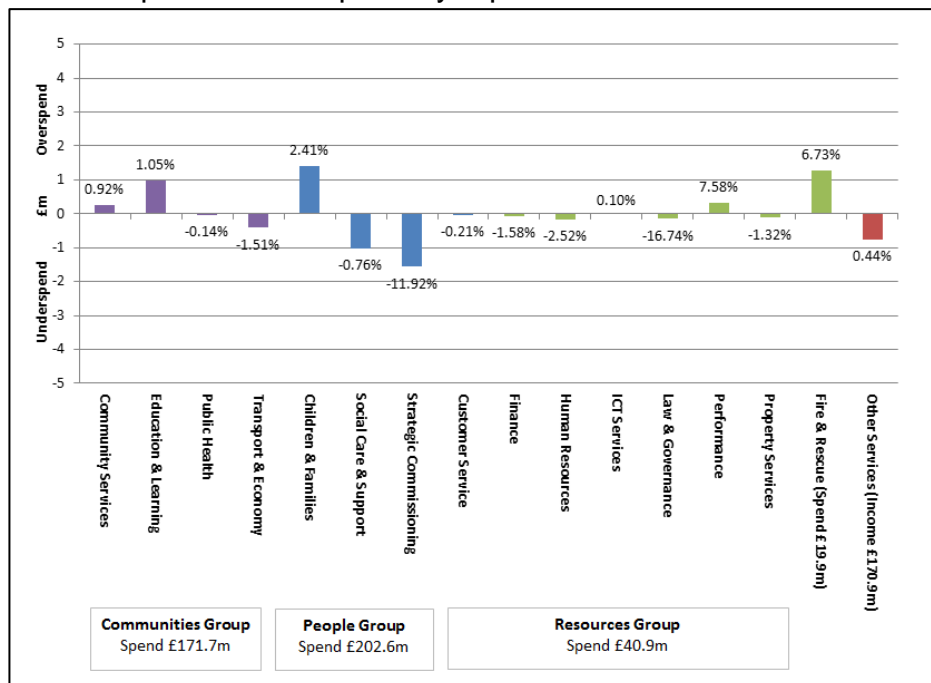
- 2.32 Headcount stands at 5119, a reduction of 25 since 31st March 2017. Staff turnover is at 16% and within the forecast for the year.
- 2.33 Our Age Profile remains stable, with an average age of 45.5. Efforts to increase the younger representation of the workforce continue with the Apprenticeship programme.

3.0 Financial Commentary

3.1 Revenue Budget

3.1.1 The approved net revenue budget for 2017/18 is £264.383 million. Against this, at Quarter 2, an under-spend of £0.045 million or 0.02% is forecast overall for the whole Authority. The agreed tolerance for underspends is 2% which means the overall forecast is within this tolerance level.

3.1.2 The chart below shows the forecast position for each Business Unit. It shows both the absolute under/overspends for each Business Unit as well as those which are outside of the tolerances agreed for reporting purposes of no overspend or 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 at all Corporate Board meetings 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.



3.1.3 At Quarter 2, six Business Units are forecasting they will overspend and three are forecasting underspends greater than the -2% tolerance agreed; the remaining seven have underspends within the agreed tolerance level. Where an overspend is being forecast, the Business Units or Groups have sufficient

reserves to meet any residual overspend. **Appendix A** outlines the reasons for all variations in budget.

3.1.4 The overall revenue position of the authority is favourable. Any overspends are planned to be funded from reserves in the short term. Additionally, good progress is being made towards delivering the new savings plan, any savings which are falling short of delivery are being managed by Business Units and actions are in place to either find alternative savings or services are working to deliver the required savings in future years.

3.2 Reserves

3.2.1 Business Units are seeking members' approval to draw down £0.469 million from reserves to support the delivery of their plans in the current year. The specific proposals members are asked to approve are:

Community Services (£0.030 million)

- Drawdown to fund the replacement of test fuels for the calibration of bulk fuel meters within the trading standards service.

Performance (£0.439 million)

- Drawdown from the Resources Transformation Fund set aside to fund work to support transformation activity both across the Council and within the Resources Group in the short to medium term.

3.2.2. The authority currently holds reserves of £125.188 million. The proposed movement from reserves of £0.469 million combined with the effect of the forecast outturn underspend of £0.045 million would mean total reserves of £124.764 million are forecast for the end of the financial year.

3.2.3. Of this funding over half is held for specific purposes and cannot be used to support the budget more generally. The remaining reserves are held to manage 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 healthy position as we face the challenge of the new plan through to 2020.

3.3. Delivery of the 2017-20 Savings Plan

3.3.1. Four Business Units; Transport & Economy, Children and Families, Social Care and Support and Customer Services are presently forecasting that they will not meet their 2017/18 savings targets, with the overall shortfall expected to be £1.433 million.

3.3.2 For Transport & Economy there is a shortfall of £0.108 million in the savings from the review of the Regeneration function. Due to the elections in May, there was a delay in the decision making process for this particular savings area. This has meant that the implementation process has also been delayed and will prevent the full saving being made in year. Any resulting overspend at

the end of the year will, if necessary, be met from the Business Unit's reserves.

- 3.3.3. Within Children and Families the forecast shortfall in the delivery of savings for 2017/18 is £0.636 million. This has increased from the Quarter 1 shortfall of £0.176 million. This is partly due to a lack of sufficient foster carers in the summer which has led to an increase in the use of residential placements and reflects a national issue. Work is being undertaken to address the future delivery of these savings. Contained within the commissioning of services savings targets was £100,000 planned to come through the Bright Care contract, this saving will now not be delivered in 2017/18 as the contract award is not expected to be awarded until January 2018 with admissions from April 2018
- 3.3.4 Within Social Care and Support, forecast savings are £4.706 million against the target of £5.343 million. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across service areas. Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary improved Better Care Fund grant. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or if increased demand utilises the capacity created.
- 3.3.5 Within Customer Services the Registration Service is not fully achieving its increased income target, resulting in a savings shortfall of £0.052 million; this is being managed within the Business Unit with a marketing plan in place to generate additional income for the service.
- 3.3.6. Monitoring of the delivery of the savings plan will continue to be a key part of the One Organisational Plan Quarterly Progress Reports to ensure Member oversight of progress is retained as the delivery of the savings plan has an impact not only on the current year's outturn but also on the budget for future years.

3.4 Capital Programme

- 3.4.1. The total forecasted level of planned capital spend is £112.760 million in 2017/18, with a further £137.430 million of payments over the medium term. In addition, the remaining Capital Investment Fund (CIF) allocation is £30.980 million for 2017/18 with a further £14.955 million over the medium term.

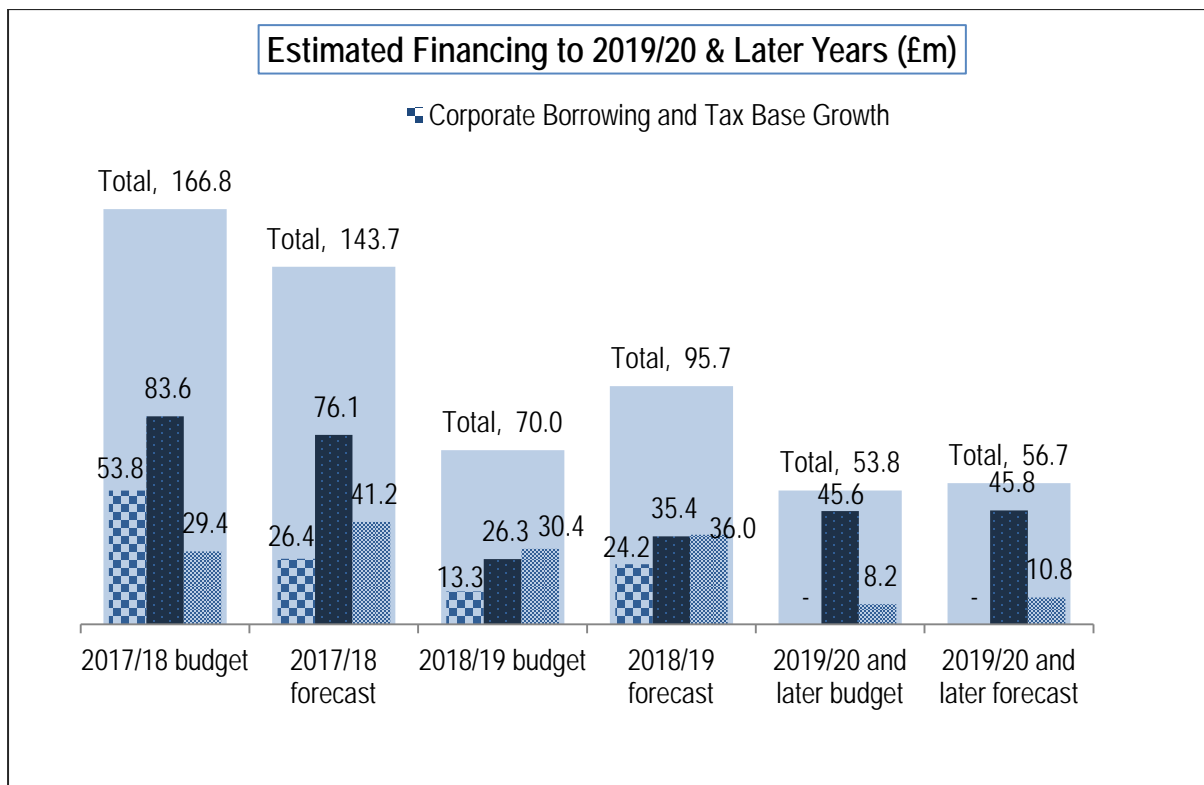
Two recent allocations have been made from the CIF, details of which can be found in the Cabinet report dated 10th October 2017. The two allocations total £2.3 million and will be reported as part of the Quarter 3 capital programme,

thus reducing the CIF by this amount in Quarter 3. There will also be a small reallocation of CIF funds so that £7.5 million is available in 2018-19 and 2019-20.

The level of forecast capital spends for 2017/18 at Quarter 1 was £125.179 million. At Quarter 2 this figure has reduced to £112.760, a reduction of £12.419 million. The £112.760 million forecasted spend plus the remaining Capital Investment Fund allocation of £30.980 million makes up the total 2017/18 forecast figure of £143.740 million within the graph and table at 3.4.5.

- 3.4.2. Managers' forecasts indicate that £14.349 million (11%) of the planned spend for 2017/18 is now expected to slip into future years. However there has also been an increase in newly approved capital schemes for 2017/18 of £1.929 million resulting in the overall decrease to the programme for 2017/18 of £12.419 million.
- 3.4.3. The main reasons for the £14.349 million slippage in the quarter compared to the approved budget are:
- Education and Learning – The slippage of £2.526 million mainly relates to two significant schemes: Long Lawford Primary (£1.525 million) where construction has been delayed by the time needed to discharge planning conditions, and Water Orton Primary (£1.0 million) due to legal delays in transferring land from HS2.
 - Transport and Economy – £10.781 million of slippage which relates to a number of schemes. The details are as follows; £1.8m A444 Coton Arches, where the tender process was delayed due to awaiting information from utilities, and £3.4m A46 Stanks Island pending the completion of negotiations with landowners and Highways England. Most of the remainder of the slippage relates to developer funded schemes the full details of which can be found in the supporting annexes.
 - Fire and Rescue - £0.750 million of slippage is due to slower than expected progress on the new training centre due to archaeological and ecological surveys being necessary in order to obtain planning permission.
- 3.4.4. Slippage in the capital programme means the benefits expected from the capital investment are delayed. To maintain the organisation's focus on the timely delivery of the capital programme, in addition to this quarterly report, a separate briefing on the slippage in major capital projects is reported every six months to the Resources and Fire and Rescue Overview and Scrutiny Committee.
- 3.4.5. As well as approving the revised spending in the capital programme, the County Council must also ensure it has sufficient funding available to meet its capital payments in each financial year. The chart and the table below show how the planned and forecast capital expenditure is to be financed. These

figures include the remaining Capital Investment Fund allocation of £45.935 million.



	2017/18 budget	2017/18 forecast	2018/19 budget	2018/19 forecast	2019/20 and later budget	2019/20 and later forecast
	£000	£000	£000	£000	£000	£000
Total	166,831	143,740	69,973	95,692	53,837	56,693
Corporate Borrowing	53,835	26,353	13,298	24,236	0	0
Self Financed Borrowing	1,696	1,896	3,600	3,600	2,625	2,625
Grants and Contributions	83,596	76,136	26,281	35,392	45,573	45,846
Capital Receipts	23,044	33,532	26,478	32,148	5,590	8,143
Revenue	4,661	5,824	316	316	49	79

3.4.6. 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. However, the variation in one scheme and the proposals for funding the shortfall does require Member approval. This is in relation to Old Shire Hall and is detailed in paragraph 3.4.7

3.4.7 Over the last month there has been a review of the scope and scale of work needed to make Old Shire Hall (OSH) a commercially competitive events venue. In February 2012 approval was given for £750,000 renovation works appropriate to the venue. Since then licencing and planning applications have been made and rooms renovated in sympathy with the style of the building. The costs of establishing the venue have increased due to conditions and

restrictions of listed building status and ensuring compliance with the licence and planning requirements. Additional improvements have also been identified to provide flexibility and increased scope to the venue going forward including:

- Changing the kitchen from a facility capable of producing lunch buffets and the occasional dining event to a facility that has the capacity to provide a fine dining experience for large numbers on a regular basis.
- Improvements to toilet facilities which are currently inadequate for large events and which has resulted in potential bookings being lost.

The total additional estimated cost of all additional work is £935,900. The changes to the scope of works are to be financed via contributions from uncommitted capital maintenance schemes and revenue monies within Property Services (£615,900) and utilising funding previously approved for improving the customer experience (£320,000) within the Customer Services Business Unit. Cabinet are asked to approve the increase in the scheme cost of £935,900 and the proposals for how this increased cost should be funded.

4. Background Papers

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

4.2. The information is also available electronically via the Member Dashboard.

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Appendix A

Part 1: OOP 2020 Outcomes: Mid Year Highlights

Outcome 1: Warwickshire's communities are supported to be safe, healthy and independent

Reduction in No. of Children Looked After (excl. UASC)	Target	605	No. of permanent admissions of older people (65+) to residential and nursing care homes, per 100,000 population	Target	528
	Actual	629		Actual	289
	Forecast	605 (G)		Forecast	528 (G)
Teenage Conception rate per 1,000 population	Target	22.8	% offenders who reoffend (youth)	Target	21
	Actual	19.5		Actual	27.4
	Forecast	19.5 (G)		Forecast	27.4 (R)
No. of people killed or seriously injured (KSI) on our roads	Target	314	No. of incidents attended by WFRS	Target	3,013
	Actual	74		Actual	1,752
	Forecast	343 (R)		Forecast	3,200 (R)

Outcome 2: Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Warwickshire Employment rate (aim is higher)	Target	76	% household waste re-used, recycled and composted	Target	54
	Actual	77		Actual	55.3
	Forecast	76 (G)		Forecast	53.81 (A)
% vulnerable children and those with SEND educated in out of County provision	Target	9.9	% completion of infrastructure improvements programmed for the current financial year	Target	60
	Actual	8.6		Actual	20
	Forecast	9.9 (G)		Forecast	60 (G)

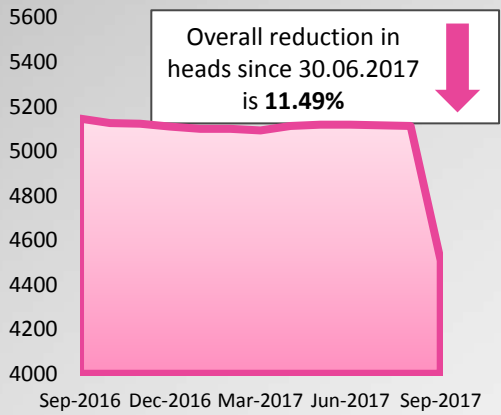
Outcome 3: WCC makes the best use of available resources

No. of visits to Libraries (per population)	Target	2.8	No. of complaints upheld by the Ombudsman	Target	10
	Actual	1.33		Actual	4
	Forecast	2.66 (R)		Forecast	8(G)
Availability of IT key systems through core infrastructure to users	Target	99%	Call abandonment rate	Target	5%
	Actual	100%		Actual	3.2%
	Forecast	100% (G)		Forecast	5% (G)

Appendix A

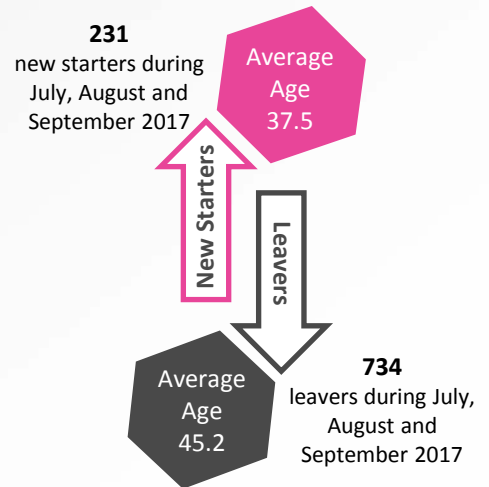
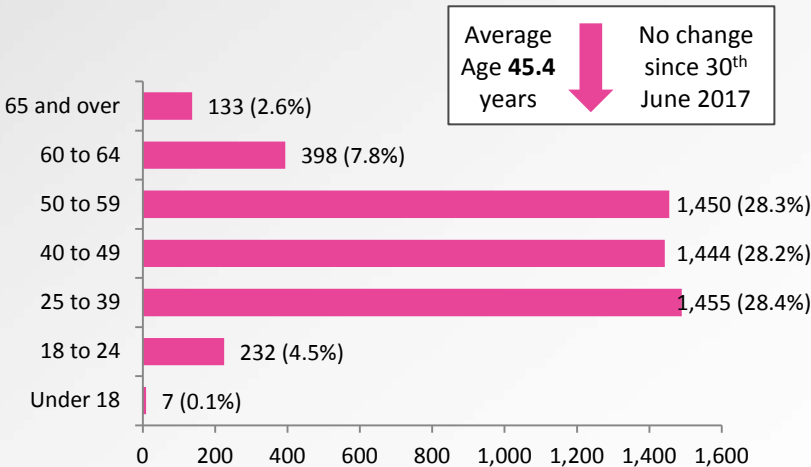
Part 2: Headline HR Information

Number of Employees



	Mid Year 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Mid Year 2017/18
Head Count	5,147	5,111	5,094	5,119	5,119
Full Time Equivalents	4,037.6	4,015.5	4,012.8	4,024	4,024
Whole Time Equivalents	3,969.2	3,951.1	3,942.6	3,953.7	3,953.7
Number of Posts	5,428	5,393	5,364	5,381	5,381

Age Profile of Our Workforce at 30th September 2017

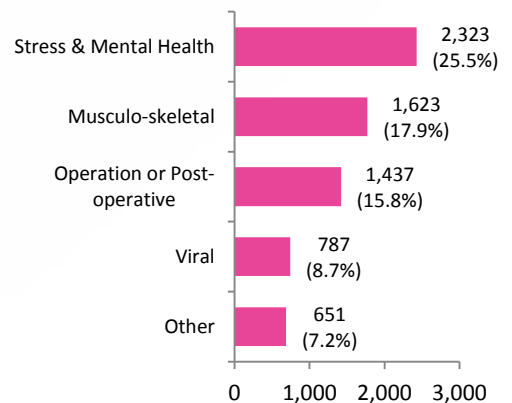


Sickness Headline Statistics Rolling Year 30.09.17



Sickness absence days	Qtr 2 2016/17	Qtr 3 2016/17	Year End 2016/17	Qtr 1 2017/18	Qtr 2 2017/18
Days lost through sickness	8,581.70	10,623.50	39,855.70	9,092.70	9,141.4
Of which Short-term	3,578.57 (41.7%)	4,833.1 (45.5%)	17,199.7 (43.2%)	3,373.4 (37.1%)	3,382.3 (37%)
Of which Long-term	5,003.13 (58.3%)	5,799.4 (54.5%)	22,656.1 (56.8%)	5,719.3 (62.9%)	5,759.1 (63%)

Top Five Reasons for Absence (days lost)



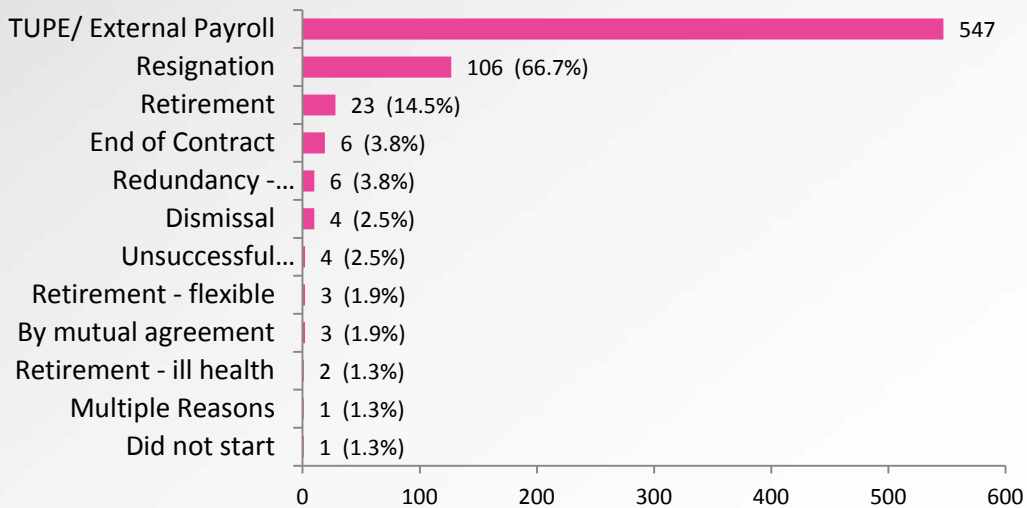
Appendix A

Part 2: Headline HR Information

Turnover of Workforce 1st July – 30th September 2017

	New Starters	Leaver	% Turnover	Overall Turnover (Heads)
Heads	231	734	16.3	16.28%
Full Time Equivalents	175.3	361.6	9.6	
Posts	208	750	15.8	

Number of posts by the reasons for leaving



Comments & Actions

Headcount. There is a significant reduction in the headcount this quarter due to the transfer out of over 500 staff that formed the Education Catering Service. This leaves the county council with a headcount of 4508, which is a total reduction of 611 posts (11.94%) since quarter one. Clearly reduction has significantly impacted upon the turnover with the rate increasing from 3.03% to 16.28%. TUPE transfers account for 73% of the leavers this quarter.

Age Profile. The age profile remains stable with an average age of 45.4. Efforts to increase the numbers of younger workers continues with the apprenticeship programme supporting over 40 apprentices across the Council.

Absence

Early reporting suggests that there has been a marginal increase in the absence levels this quarter with the figure for the rolling 12 months being 9.90 days per FTE. Absence and wellbeing continues to be a priority for the Council and this month sees the launch of the revised absence management policy.

Appendix A

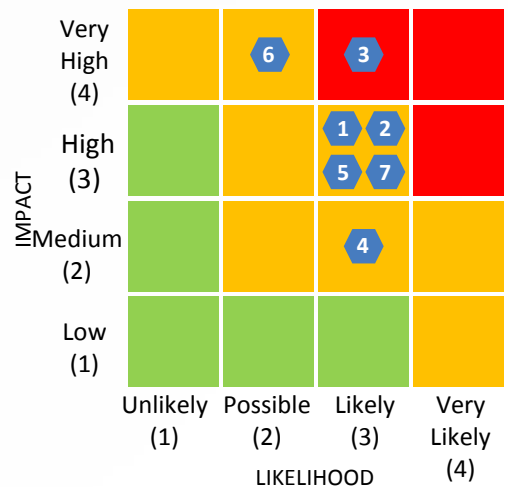
Part 3: Strategic Risk Information

Risk - "an uncertain event that, should it occur, will have an effect on the Council's objectives and/or reputation". It is the combination of the probability of an event (likelihood) and its effect (impact).

	Risk Description	Gross Risk Level	Net Risk Level
1	Government policies, new legislation, austerity measures and demographic pressures present challenges on service delivery		
2	Continuing pressure on Adult Services and Health		
3	Failure to adequately safeguard Children and Vulnerable Adults		
4	Failure to maintain the security of personal or protected data		
5	The security and integrity of our systems are disputed as a result of cybercrime		
6	Inability to secure economic growth in Warwickshire		
7	Inability to keep out communities safe from harm		
8	Overall risk assessment		

Commentary – Action to reduce the likelihood and impact of net red risks:

Significant risks continue to be actively managed by Corporate Board through regular reviews of the Corporate Risk Register.



One Organisational Plan: Use of Financial Resources

Quarter 2 2017/18 - July 2017 to September 2017

Revenue Position by Business Unit

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Community Services	26,338	26,580	242	0.92% Overspent	(872)	(630)

There are a mixture of overspends and underspends across the business unit. Remedial action will be taken to reduce the net overspend position, however the forecast overspend within Waste Management is still expected to be significant.

Education & Learning	93,741	94,721	980	1.05% Overspent	(37)	943
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OOPs savings are on track this year. Due to overspend elsewhere in the Education and Learning budget, work is planned to address the required OOPs savings in 2018/19.

Public Health	23,721	23,687	(34)	0.14% Underspent	(1,049)	(1,083)
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At this stage of the year our plans for redesign and reprocurement of two key services with significant OOP2020 reductions are progressing and went out to tender at the end of September. The risks to achieving the Health Visiting/Family Nurse Practitioner and the Drug and Alcohol savings are significant and remain dependent on the market response. The results from the invitation to tender and whether we receive any viable bids will provide a better indication of the level of risks and whether we can achieve the required savings levels.

Transport & Economy	27,154	26,745	(409)	1.51% Underspent	(6,170)	(6,579)
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Sustained increases in income from business centre occupancy and from network management are the main reasons for the current forecast underspend

Total Communities Group	170,954	171,733	779	0.46% Overspent	(8,128)	(7,349)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Children & Families	57,688	59,080	1,392	2.41% Overspent	(1,649)	(257)

It has taken a longer lead-time than anticipated for the in-house fostering recruitment campaign to gain traction. We are therefore using a higher number of external agencies and there is a lower than anticipated number of internal foster placements. This has been mitigated by a lower use of residential care than anticipated. However this mitigation is going to be less effective going forward as a placement crisis in the Summer has led to an increase in the use of residential placements by six which will have a significant negative impact. This reflects a national issue.

Social Care & Support	133,034	132,023	(1,011)	0.76% Underspent	(8,319)	(9,330)
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Work has started on a number of streams of work which form the delivery of the adult social care transformation on a sustainable and recurrent basis. This work will start to address the underlying pressures generated by growing demand and increases in the cost of care across all areas of the business unit, with their impact being felt towards the end of the financial year and in subsequent years. The one off additional monies from central government have been well received and over this year they have been built into either one off 'transformational' activity and /or basis line expenditure. This includes developing preventative measures, which support the overall council One Organisational Plan.

Strategic Commissioning	13,034	11,480	(1,554)	11.92% Underspent	(3,836)	(5,390)
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Strategic Commissioning:

The current forecast for the Strategic Commissioning Business Unit highlights there are no major un-addressed risks. The Business unit is forecasting an under-spend due to staff vacancies and/or planned early delivery of savings.

PPA:

These are the residual budgets that are awaiting discussion / agreement as to where they are transferred to. These budgets support People wide recharges for Resources Services as well as distinct projects (i.e. Mosaic). There are no major financial issues with these budgets

Total People Group	203,756	202,583	(1,173)	0.58% Underspent	(17,782)*	(18,955)
Customer Service	8,549	8,531	(18)	0.21% Underspent	(972)	(990)

The Registration Service has a target to deliver an additional £100,000 income this year as part of the agreed savings plan - this will be a challenge and the Service is taking every opportunity to continue to market the service to attract more customers to get married in Warwickshire.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Finance	3,617	3,560	(57)	1.58% Underspent	(694)	(751)

There are a relatively small number of underspends and overspends, due to one-off Finance Transformation work, procurement rebates and the need for further work on supporting the Pension Fund, but overall the Business Unit is forecast - all other things being equal - to deliver an overall small underspend within the tolerance levels set. In addition, a number of vacancies have recently been filled, bringing the service back up to establishment levels.

Human Resources & Organisational Development	6,123	5,969	(154)	2.52% Underspent	(722)	(876)
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The underspend is primarily a combination of making OOP savings required for future years early and staff vacancies which we haven't been able to fill as quickly as we would have liked. Staff turnover and recruitment remains an issue which could further impact on final outturn. We are however reprioritising resources to provide additional support and capacity to deliver the Your HR project.

ICT Services	9,136	9,145	9	0.10% Overspent	(216)	(207)
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By agreement with Corporate Board, the £27,000 Corporate ICT Development underspend will be reinvested in further corporate projects. Taking this into account, the position of the Business Unit will be £36,000 overspent. This is due to the forecast shortfall in the WES surplus target of £156,000. Any further underspend in the service during the year will be used to address this shortfall.

Law & Governance	878	731	(147)	16.74% Underspent	(20)	(167)
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Overall Law & Governance is ahead of target.

- Schools variance is known and action is being taken to increase revenue.
- Legal Services external income is above budget, with costs contained, leading to increased surplus.
- Legal Core is forecast to exceed budget by £46,000. Due to the legal work being supported, it is likely that this budget will be exceeded for 2017/18.
- If the audio/web streaming system for the Council Chamber/Committee Room 2 is progressed then Law & Governance surplus is likely to be reduced.

Performance	4,221	4,541	320	7.58% Overspent	0	320
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Delivery of transformation both across the Council and within the Resources Group in the short to medium term predicated on the use of transformation funds to cover fixed term and agency staff to fill resource gap and that suitable skill sets are available in the market place.

Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
Property Services	8,570	8,457	(113)	1.32% Underspent	(301)	(414)

It has been assumed that underspends in Facilities Management can be used to meet rising landlord costs from the works to Old Shire Hall. First round of redundancy costs from June have been met by the Property Services General budget. Second round of redundancies have been applied to the Redundancy Fund. Estates and Smallholdings and Asset Strategy teams are undergoing an amalgamation and rationing of posts which reflects the current underspends due to salary turnover.

Total Resources Group	41,094	40,934	(160)	0.39% Underspent	(6,961)*	(7,121)
Fire & Rescue	18,717	19,977	1,260	6.73% Overspent	(2,737)	(1,477)

Since the first quarter there is an increase in the total over spend of £177,000 this is primarily in three areas. Firstly the operational response forecast has increased by £203,000 due to the continued use of a business continuity pool to maintain operational availability resulting from staff vacancies and sickness. This is anticipated to reduce significantly in Quarter 3 as the Service sees the introduction of new recruits into its establishment. Also factored in at this stage is the potential 2% pay rise for staff which is calculated at £90,000. Secondly, the Training & Development forecast has increased by £219,000 due to the associated costs of training the new recruits and the additional capacity required within the training team to deliver the necessary operational courses. Thirdly, the Service Improvement forecast for business transformation and projects has increased by £136,000 as a result of additional temporary posts required to progress projects to completion and it is anticipated that these will reduce over the remainder of the year. These overspends are mitigated by a forecasted reduction in five areas and the Service will continue to review its financial position at Quarter 3 when it has additional forecasting information. At that time it will take a view on how much funding it will seek to draw down from reserves to meet these planned costs.

Other Services	(170,138)	(170,889)	(751)	0.44% Underspent	(89,580)	(90,331)
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The underspend is primarily due to additional grant income. Any underspend in Other Services will be allocated to General Reserves at the end of the year and will be available to support future years budget allocations.

Total Whole Authority	264,383	264,338	(45)	0.02% Underspent	(125,188)	(125,233)
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Service	2017/18 Budget £'000	2017/18 Outturn £'000	Revenue Variance £'000	%	Retained Reserves £'000	Financial Standing £'000
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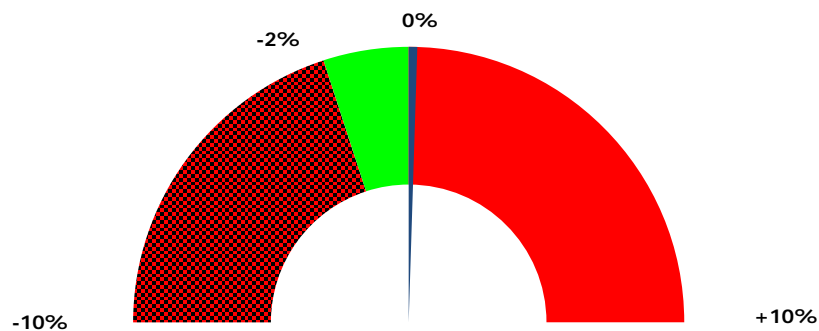
Notes

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.

- * People Group and Resources Group have 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 2 July 2017 - September 2017
Savings Plan Position by Business Unit

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Community Services	1,454	735	1,454	Whilst there is a high level of confidence in the delivery of agreed Business Unit savings within 2017/18, there are, as previously reported additional significant cost pressures arising within Waste Management due primarily to the increased cost of dealing with green waste and pressures within Heritage and Environment offset by underspends in Community Safety and Localities.	G
Education & Learning	1,249	1,249	1,249	While 8 of the 9 savings proposals are either achieved or on track, the Home to School Transport savings for 2018/19 have been delayed by one financial year due to the General Election, and depend on all proposals being agreed by Cabinet in January. Hence the amber rating. Please note that although the OOPs savings are largely on track, service budgets are likely to overspend significantly, and reserves are overspent. Actions are being taken to address this.	A
Public Health	2,534	1,267	2,534	Savings targets for this year are being supported from reserves on a one-off basis. The Public Health Grant Ring-fence has been extended to 2018/19 which may mean there is a need to reconsider phasing of targets as part of the 2018/19 OOP refresh. An application has been submitted to COLT to support this option.	A
Transport & Economy	2,804	2,043	2,696	There is a delay in the delivery of two of the 2017/18 savings lines (regeneration and parking), these delays can be absorbed by the Business Unit on a short term basis and met in full for 2018/19.	A
Total Communities Group	8,041	5,294	7,933		
Children & Families	2,289	1,240	1,653	<p>There are pressures on external placement costs. Although the strategy to reduce the number of Children Looked After is on track, it has taken a longer lead in time for internal foster care recruitment to gain traction. We are therefore using less internal foster placements and greater external than profiled.</p> <p>Of savings marked red for savings delivery. Within these are:</p> <ul style="list-style-type: none"> - Residential savings previously forecasted to be achieved have been reversed with several new children having to be placed in Residential placements. - S17, the planned reduction in support for families at risk: there is an overspend reflecting an increase in demand on No Recourse to Public Funds: legal advice is that there is limited action that may be taken to reduce this overspend. - Cost pressures associated with court ordered contact. Internal audit has identified an over payment in the costs of court ordered contact and steps are being taken to recover - Planned savings of £25,000 from regional adoption agency. There is cost pressure on the service as the result of the national mandatory move towards RAAs and the impact of the cost base of our regional LA partners and the loss of the "hard to place" grant. Measures to mitigate this are being put in place. Service not planned to Go Live until the end of Q4 delaying the projected savings 	A
Social Care & Support	5,343	3,591	4,706	Overall the 2017/18 savings within the business unit do not present an issue to the overall bottom line budget. This is due to other efficiencies achieved and unexpected income from the supplementary iBCF. However, in subsequent financial years this delay in the achievement of efficiencies may start to present a challenge, especially if the 'redesign' doesn't achieve the expected savings, or that increased demand utilises the capacity created. Achieving a reduction in expenditure in transport continues to be an area where there is unlikely to be delivery. This continues to be a cross cutting issue and is the subject of discussion across the service areas.	A
Strategic Commissioning	2,737	2,502	2,737	All relevant restructuring to achieve 17/18 savings are delivered. All Commissioned Services have been redesigned and delivered eg: housing related support/advocacy services to achieve savings. Plans in place to achieve current savings targets for 18/19 and 19/20.	G
Total People Group	10,369	7,333	9,096		

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 90% delivered it is shown as Red.
 If savings are forecast to be more than 90% delivered but not fully delivered it is shown as Amber.
 The "Implementation Status" RAG rating relates to the whole of the 2017-20 savings plan.

Service	2017/18 Target £'000	2017/18 Actual to Date £'000	2017/18 Forecast Outturn £'000	Comments	2017-20 Implementation Status
Customer Service	356	304	304	The Registration Service is currently not meeting its income target. There is a marketing plan in place to generate additional income.	A
Finance	624	624	624	Detailed plans are in place for 2017/18 savings. There is more work to do on identifying £160,000 of savings by 2019/20 (so 20% of the overall target), but confidence is high that this relatively small amount will be achieved by the end of OOP2020.	G
Human Resources & Organisational Development	313	313	313	2017/18 savings have been delivered. There are plans in place for 2018/19 savings. The majority of 2019/20 savings are linked to Your HR Project which is progressing to plan.	G
ICT Services	1,102	1,049	1,102	2017/18 savings have been delivered subject to discussions on Head of Service savings. Will be working on 2018/19 delivery assessment over next few months.	G
Law & Governance	65	65	65	2017/18 savings will be delivered through increased external legal trading and savings in the audit service. Future savings are in the same service areas with plans in place for delivery.	G
Performance	90	90	90	2017/18 savings have been delivered. There are plans in place for the delivery of 2018/19 savings which will be finalised in the Autumn.	G
Property Services	2,157	857	2,157	There is a significant reliance on the delivery of capital receipts from surplus assets. As part of the OOP2020 Refresh the 3 year programme of receipts has been reviewed to ensure that there is sufficient value of receipts in each year to achieve the savings targets. Project resources continue to manage according to anticipated programme milestones but it remains that securing timely consents and good market offers are a risk. In addition, other savings from other parts of the service are also being considered as an alternative means of achieving the target.	A
Total Resources Group	4,707	3,302	4,655		
Fire & Rescue	368	368	368	<p>Confidence levels to deliver the £300,000 saving from the joint control project continues to be limited. Discussions with Northamptonshire Officers continue and we are waiting to hear further clarification of the Northants PCC position.</p> <p>Confidence levels to deliver the £2,000,000 savings from merger/alliance/commissioning has decreased from limited to low as further discussions appear to support the lack of any opportunities. On both savings issues, more detailed discussions are taking place between Service and Finance Officers on alternative options with further information planned to be presented at Corporate Board in November.</p>	R
Other Services	8,450	8,450	8,450	All savings have been delivered, the only matter waiting to be resolved is the proportion of Heads of Service savings to be taken to meet the management restructure target.	G
Total Whole Authority	31,935	24,747	30,502		

One Organisational Plan: Use of Financial Resources - Quarter 2 (April 2017 to September 2017)
Capital spend position and slippage by Business Unit

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Children & Families	389	0	0%	0	389	
Community Services	1,404	(27)	-4%	50	1,454	
Customer Service	3,416	65	14%	(320)	3,096	Transfer of £319k to Property Services for Old Shire Hall.
Education & Learning	30,460	(2,526)	-12%	(68)	30,391	There is slippage of £1.525m on Long Lawford Primary school due to planning delays. In addition to this there is £1m slippage on the new primary school at Water Orton has been delayed due to legal issues around the transfer of land from HS2 to WCC.
Fire & Rescue	9,641	(750)	-19%	3,110	12,752	Delays in planning permission on the new training centre have resulted in the construction start date being revised to April 2018. This accounts for the £750k slippage.
Information Assets	26,847	(31)	0%	587	27,433	

Business Unit	Approved budget for all current and future years (£'000)	Slippage from 2017/18 into Future Years (£'000)	Slippage from 2017/18 into Future Years %	Current quarter - new approved funding / schemes (£'000)	All Current and Future Years Forecast (£'000)	Comments
Property Services	34,890	0	0%	551	35,441	
Professional Practice & Assurance	2,323	0	0%	(2,323)	0	All Professional Practice & Assurance projects have been transferred to Strategic Commissioning
Public Health	24	0	0%	0	24	
Social Care & Support (Adults)	3,350	(300)	-86%	0	3,350	The slippage of £300k is due to emerging transformation deliverables
Strategic Commissioning	4,886	1	0%	2,062	6,948	Transfer into Strategic Commissioning of Professional Practice & Assurance Project which has also slipped and reduced by £260k
Transport & Economy	116,404	(10,781)	-15%	12,508	128,912	£7.185m of the slippage relates to developer schemes. £1.8m A444 Coton Arches, £3.5m A46 Stanks Island.

Q2 Total WCC	All Years Budget		New Schemes all years	All Years Forecast
Total WCC All Years Capital Programme (£000)	234,034		16,157	250,190

Q2 17-18 Capital Programme	17-18 Budget	17-18 Slippage £000	17-18 Slippage %	New 17-18 Schemes	New 17-18 Forecast
Total 2017/18 Capital Programme (£,000)	125,180	(14,349)	-11%	1,929	112,760

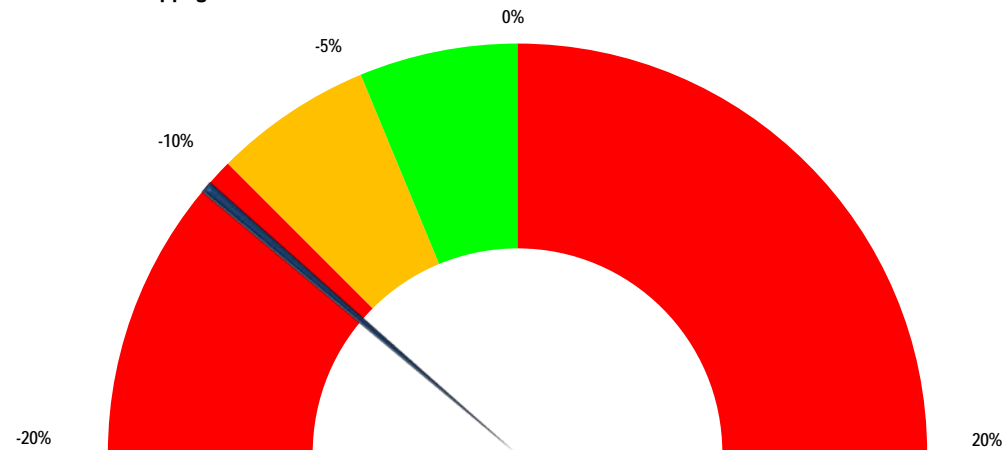
17-18 Capital Programme	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Cumulative Slippage for 2017/18	(18,246)	(14,349)		

Key

In the current forecast the following tolerances have been used to identify slippage from 2017/18 into future years:

- ~ 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

Slippage from 2017/18 into Future Years - Total for all Business Units



One Organisational Plan KBM Scorecard 2017/18

Children are Safe

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

The key Outcomes being pursued for this policy area are to ensure that:

- Fewer Children need to come into or stay in care
- Children's needs do not escalate and become complicated & expensive
- Children are in good quality placements that deliver value for money

KBM trend data:

Measure	2017/18 Forecast (target)	Trends
Journey of the child – right intervention at right time		
No. of early help assessments initiated	1000 (1,000)	
No. of Child Protection Plans in place	490 (443)	
No. of Children Looked After (CLA) – excluding UASC	605 (605)	
% of Children Looked After (exc UASC) that left care via an Adoption, Special Guardianship or Children Arrangement Orders	34% (34%)	
Placement mix		
No. of children placed in residential care at 31 st March (excluding UASC)	26 (26)	
No. of children in care in internal foster care (excluding UASC)	342 (360)	
No. of children in care in external foster care (excluding UASC)	111 (106)	
Corporate Parenting		
No. of average caseload per FTE social worker	15 (15)	
No. of average caseload per FTE for the Independent Reviewing Officer Service	115 (110)	
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 years, or are placed for adoption	60 (62)	

% of Care Leavers aged 19-21 (NEET)

25 (25)

Trend data not available

How Do we Compare?

Measure	2017/18 Forecast	2016/17			2015/16		
		W'shre	SN*	Nat*	W'shre	SN*	Nat*
No. of early help assessments initiated	No comparative data available due to different definitions of Early Help						
Rate of 'Child Protection Plans per 10,000'	43.3	38.8	tbc ¹	tbc ¹	40.0	39.4	43.1
Children Looked After-rate per 10,000- (excluding UASC)	53.5	62	56	62	68.1	53.2	60
% of children who ceased to be looked after who were adopted		21.8%	tbc ¹	tbc ¹	17.3%	16.3%	15%
% of LAC placed in Residential provision		3.7%	n/a	12.4%	5.2%	n/a	12%
% of LAC placed in Internal foster care provision		52.7%	n/a	48.9%	50.5%	n/a	49.2%
% of LAC placed in external foster care provision		23.2%	n/a	24.3%	21.9%	n/a	25.6%
Average caseloads per FTE social worker**	15	n/a	n/a	n/a	17	17.39	16.10
Average caseloads per FTE for the Independent Reviewing Officer Service	No comparative data available as this is a bespoke indicator for Warwickshire						
% of CLA aged under 16 who have been looked after continuously for at least 2.5 years, who were living in the same placement for at least 2 yrs or are placed for adoption	60%	tbc	tbc ¹	tbc ¹	58.1%	67.7%	68%
% of care leavers aged 19-21 who are Not in Employment, Education or Training (NEET)	25%	tbc	tbc ¹	tbc ¹	27%	42.7%	39%

Key: SN*= Statistical Neighbours; Nat*= National average

**-the 2017/18 measure for Average caseloads per FTE social worker is calculated in a slightly different way to that in previous years and so does not provide 100% like for like comparison.

tbc¹ – the comparative data for these will be available later in 2017/18 after its publication nationally.

One Organisational Plan KBM Scorecard 2017/18

Adult Social Care

Commentary:

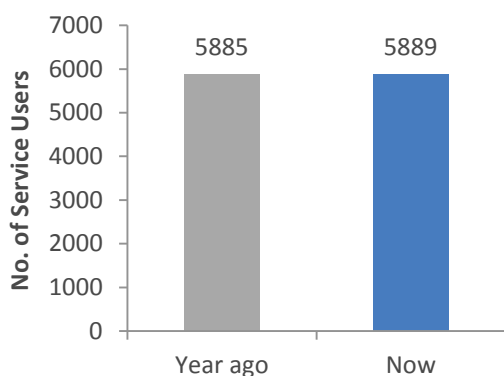
This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

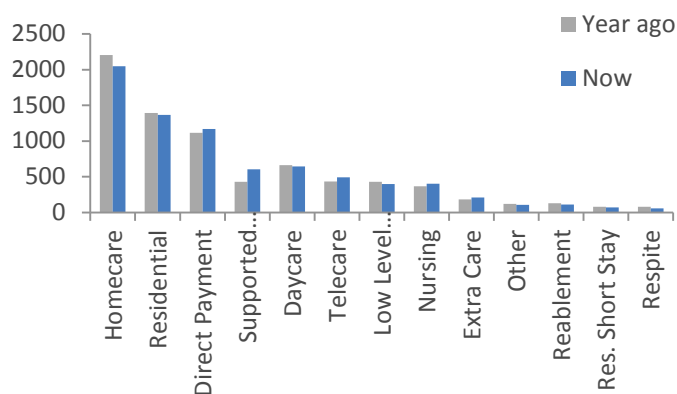
Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	
No. of permanent admissions of older people (65 and over) to residential and nursing care	528 (528)	552	662	
No. of permanent admissions to residential and nursing care (18-64)	33 (33)	33	46	
No of admissions of 18+ to long term community care	2,600 (2,600)	2,070	2,304	
% of adults receiving direct payment	26.7% (30%)	29.3%	17.3%	
Delayed transfers of care (delayed days) from hospital per 100,000	550 (396)	597	426	
% customers not needing on-going social care 91 days after reablement episode*	75% (75%)	72.3%	67.1%	

The data on long term admissions help to inform us on those being admitted into care at each quarter. However, in order to have a complete view of all those in receipt of services, we need to include those already in receipt of services. The two charts below show the total numbers of people receiving a long term service and the types of services.

Total Service Users Active now (30/09/17) and 12 months prior



Services Active now (30/09/17) and 12 months prior



The impact of demand on available budgets for this service area is affected by the length of stay by service users. For both residential and nursing care packages and community services, there are a growing number of service users in receipt of services for over 5 years.

The continuing demand from people with disabilities is evident from data on length of stay. For residential and nursing packages of care, Mental health has the highest average stay of 7 years. (Note: Long term Community care includes Homecare, Direct Payment, Supported Living, Daycare and Extra Care), followed closely by those with a learning disability at 6.5 years of average stay. For community packages of care, the average length of stay is fairly low with only PDSS and learning disabilities having averages of over 3 years.

How do we compare?

How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	SN*	Nat*	Warks	SN*	Nat*
Permanent admissions of older people (aged 65+) to residential & nursing care per 100,000 population		474.2**	n/a	n/a	489.9	652.2	668.8
Admissions to residential care homes per 100,000 population ASCOF 2A - part 1 (aged 18-64)		8.8**	n/a	n/a	11.2	13.1	546.2
No.of admissions to long term community care-per 100,000?	This is not a national Measure and so comparative data is unavailable						

Key: *SN= Statistical Neighbours; * Nat= National average

**-this data is provisional and final figures will be released by Department of Health at the end of October 2017

One Organisational Plan KBM Scorecard 2017/18

Health & Wellbeing

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures (KBMs) relevant to this policy area.

There is a significant time lag with a number of the Key Business Measures in Public Health. The actual figures often relate to previous reporting periods (e.g. The 2016/17 actual figures given for teenage conceptions is 2015 data as this is the most up-to-date available at that point. This time lag is included in the commentary on the KBM in Annex R) and there is considerable variation at District/Borough level with a number of the indicators which is not highlighted in the below Warwickshire analysis. However, despite these lags, the direction of travel for teenage pregnancy and childhood obesity are both moving in the right direction.

Measure	2017/18 Forecast (Target)	2016/17 Actual at Year End	2015/16 Actual at Year End	Trends
Teenage conception rate per 1,000 population (Warwickshire)	19.5 (22.8)	19.5	22.9	
Percentage (%) children aged 11 years old who are obese	17.4 (17)	17.4	16.8	
Alcohol-related hospital admissions per 100,000	625 (625)	594	-	
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7 (510.7)	-	-	
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40 (40)	44	30	

How do we compare?

Measure	2017/18 Forecast	2016			2015		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Teenage conception rate per 1,000 population (<i>Warwickshire</i>)	19.5	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	19.5	23.7	20.8
Measure	2017/18 Forecast	2016/17			2015/16		
		Warks	WM*	Nat *	Warks	WM*	Nat *
Percentage (%) children aged 11 years old who are obese	17.4	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	17.4	22.1	19.8
Alcohol-related hospital admissions per 100,000	625	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	594	728	647
Hospital admissions as a result of self-harm (children and young people 10-24 per 100,000)	510.7	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	510.7	443.3	430.5
Percentage (%) of health check offers taken up (seen) by eligible population each year across all CCGs	40	50.2	45.9	55	26.9~	46.1~	52.5

This key relates to the second table only

Key: WM*= West Midlands; Nat*= National average (England)

~no significance calculated

	Warwickshire or West Midlands is significantly above/worse than the England average
	Warwickshire or West Midlands is not significantly different to England average
	Warwickshire or West Midlands is significantly below/better than the England average

It is important to note that comparative data relates to the published time periods for the data and offers a benchmark based on those time periods.

One Organisational Plan KBM Scorecard 2017/18

Fire & Community Safety

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area. 9 of the 15 concern the Fire Service; 4 are overseen by Community Services whilst 2 are the responsibility of the Economy and Transport Business Unit.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	
No. of incidents attended by WFRS	3,200 (3013)	3,076	3,306	
No. of accidental dwelling fires	150 (152)	146	147	
% times a 1 st appliance arrives at life risk/property incidents within agreed response standards	75% (75%)	72.83%	75%	
% times 2 nd appliance arrives...within agreed response standards	86% (90%)	74.69%	78%	
% RDS availability at specific key stations	93% (90%)	89.92%	n/a	
No. of Retained Duty System Firefighter Vacancies (FTE)	n/a* (20)	36	32.9	* At Q2 2017/18, actual vacancies (FTE) were 32.
No. of preventable fire related deaths	2 (0)	3	0	
No. of community safety contacts	22,000 (22,000)	New measure – no historic data available		
No. of major training events/exercises undertaken at risk premises	12 (12)	17	33	
No. of Regulatory Reform (Fire Safety) Order 2005 risk-based fire protection inspections conducted	650 (720)	599	532	
Community Safety				
Rate of total recorded crime per 1,000 population	n/a (66.5)	n/a	n/a	Changes to police crime recording practice means there is no trend data
% offenders who reoffend (youth)	27.4% (21%)	n/a	n/a	

Road & Flood Safety

No. of people killed or seriously injured on our roads.	343 (314)	374	315	
No. of proposed new properties better protected from flooding through undertaking a planning role	10,000 (9,000)	n/a	n/a	

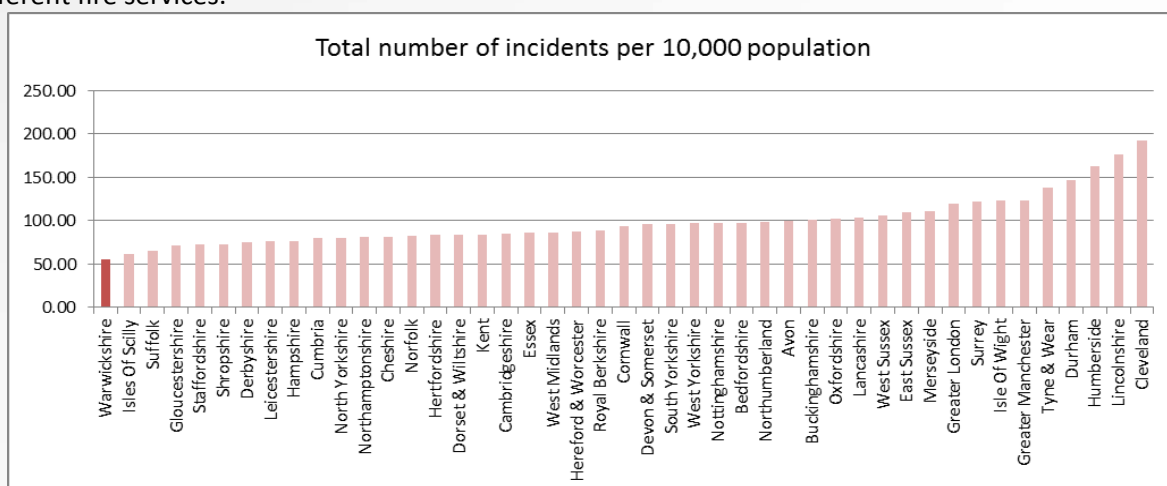
How do we compare?

The table provides comparative data for those KBMs where such data is available

Measure	2016/17			2015/17
	Warks	Average**	England*	
Total No. of incidents per 10,000 population*1	54.80	98.30	100.92	Not available
Total no. of accidental dwelling fires per 10,000*2 Warwickshire's position (of 45 participating)	6.00 2/45	10.50	11.50	Not available

*1 No. of incidents per 10,000 population

Across England, since 2003/4 there has been a continuing decline in the number of incidents attended by Fire Services; this trend is also apparent within Warwickshire. When compared with the other Fire Authorities in the graph below, Warwickshire attends the lowest levels of incidents per 10,000 population by virtue of its call challenge and attendance policies and the fact that emergency medical responding is not yet practiced widely in Warwickshire unlike some other areas. When compared to the average levels of incidents for all of England, Warwickshire's rate is 54.8 against 100.92 (per 10,000 population) for England; however some caution needs to be applied to such comparative data as there are variations in policies on attendance to some incident types by different fire services.



*2 Accidental Dwelling Fires per 10,000 population

The rate of accidental dwelling fires per 10,000 dwellings reduced at a national level during 2016/17 compared to 2015/16. Warwickshire continues to be one of the best performing Services for the rate of accidental dwelling fires per 10,000 dwellings, maintaining its second position from 2015/16 and by further reducing the rate of accidental dwelling fires from 6.21 to 6.0. For the first quarter of 2017/18 the low levels of accidental dwelling fires remain low and at a similar level to 2016/17.

One Organisational Plan KBM Scorecard 2017/18

Economy & Infrastructure

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts								
Economic Growth & Infrastructure												
Warwickshire's GVA relative to UK average	2 (2)	2.2	-	Not available due to a change in the measure being reported.								
Warwickshire employment rate	76% (76%)	76%	78.6%	<table border="1"> <caption>Warwickshire employment rate</caption> <thead> <tr> <th>Year</th> <th>Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>76%</td> </tr> <tr> <td>2016/17</td> <td>76%</td> </tr> <tr> <td>2017/18 Q2</td> <td>76%</td> </tr> </tbody> </table>	Year	Rate (%)	2015/16	76%	2016/17	76%	2017/18 Q2	76%
Year	Rate (%)											
2015/16	76%											
2016/17	76%											
2017/18 Q2	76%											
No. of people employed in key target growth sectors in Warwickshire	84,000 (87,000)	85,386	81,977	<table border="1"> <caption>No. of people employed in key target growth sectors</caption> <thead> <tr> <th>Year</th> <th>No. of People</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>81,977</td> </tr> <tr> <td>2016/17</td> <td>85,386</td> </tr> <tr> <td>2017/18 Q2</td> <td>84,000</td> </tr> </tbody> </table>	Year	No. of People	2015/16	81,977	2016/17	85,386	2017/18 Q2	84,000
Year	No. of People											
2015/16	81,977											
2016/17	85,386											
2017/18 Q2	84,000											
No. of businesses supported in growing	320 (320)	-	-	New measure								
Amount of funding provided to businesses through the WCC grants and loans programme	£414,630 (414,630)	-	-	New measure								
% coverage of high speed broadband/access for all premises and small businesses	95.3% (95%)	92.02%	89%	<table border="1"> <caption>% coverage of high speed broadband/access</caption> <thead> <tr> <th>Year</th> <th>Coverage (%)</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>89%</td> </tr> <tr> <td>2016/17</td> <td>92.02%</td> </tr> <tr> <td>2017/18 Q2</td> <td>95.3%</td> </tr> </tbody> </table>	Year	Coverage (%)	2015/16	89%	2016/17	92.02%	2017/18 Q2	95.3%
Year	Coverage (%)											
2015/16	89%											
2016/17	92.02%											
2017/18 Q2	95.3%											
No. of people aged under 25 who start an apprenticeship in Warwickshire	2,740 (2,300)	-	-	New measure								
Highways												
% of Warwickshire Roads meeting specified condition	83% (83%)	83%	82%	<table border="1"> <caption>% of Warwickshire Roads meeting specified condition</caption> <thead> <tr> <th>Year</th> <th>% of Roads</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>83%</td> </tr> <tr> <td>2016/17</td> <td>83%</td> </tr> <tr> <td>2017/18 Q2</td> <td>83%</td> </tr> </tbody> </table>	Year	% of Roads	2015/16	83%	2016/17	83%	2017/18 Q2	83%
Year	% of Roads											
2015/16	83%											
2016/17	83%											
2017/18 Q2	83%											
% core Highways Maintenance Contract performance measures achieving target	90% (100%)	-	-	New measure								

<p>% Highway Authority consultations which were responded to within statutory period</p>	<p>80% (80%)</p>	<p>68%</p>	<p>76%?</p>	
<p>% communities with a population of 1,000/less receiving at least one daily bus service</p>	<p>80.5% (80%)</p>	<p>-</p>	<p>-</p>	<p>New measure</p>
Waste Management				
<p>% of household waste recycled, re-used and composted</p>	<p>53.81% (54%)</p>	<p>54.3%</p>	<p>54.6%</p>	
<p>Waste service cost per household</p>	<p>67 (67.52)</p>	<p>65.54</p>	<p>65.7</p>	
Community Services				
<p>% business satisfaction levels with Trading Standards</p>	<p>90% (88%)</p>	<p>100%</p>		
<p>Combined no. of new services created through third sector support contract and locality work with third sector and Town & Parish Councils</p>	<p>307 (307)</p>	<p>n/a</p>	<p>n/a</p>	<p>New measure</p>
Infrastructure Improvements				
<p>% completion of infrastructure improvements programmed for the current financial year</p>	<p>60% (60%)</p>	<p>100%</p>	<p>-</p>	<p>Only 2 years of data available. This Measure monitors mainly developer funded schemes. Future Scorecards will aim to provide progress on major infrastructure schemes.</p>

One Organisational Plan KBM Scorecard 2017/18

Education & Learning

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual	Trend Charts
Closing the Gap - % disadvantaged children achieving age related expectations at the end of Key Stage 2 in reading, writing and maths	42% (57%)	38%	20%	
Closing the Gap - % disadvantaged children achieving expected level at end of Key Stage 4: A*-C in English & Maths	41% (41%)	41%	29%	
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in English.	0.01 (0.01)	-0.01	n/a	New measure so only 2 years data is available
Progress points of children achieving expected progress between Key Stage 2 and Key Stage 4 in Maths	0.01 (0.01)	0.06	n/a	New measure so only 2 years data is available
% pupils attending schools (including nursery schools) judged good or outstanding by Ofsted	88% (90%)	90%	85%	
% 16 & 17 year olds who are not in education, employment or training (NEET)	n/a	2.3%	n/a	Awaiting 2017/18 data
No. of learners with EHC plan educated in Resourced provision	46 (46)	n/a	n/a	New measure
% of vulnerable children and those with SEND educated in out of County provision	9.9% (9.9%)	10.19%	n/a	New measure

One Organisational Plan KBM Scorecard 2017/18

Our resources are effectively and efficiently targeted

Commentary:

This scorecard provides longer term trend and comparative data, where available, for the Key Business Measures relevant to this policy area.

KBM trend data:

Measure	2017/18 Forecast (Target)	2016/17 Actual	2015/16 Actual																			
No. of visits to Libraries (per population)	2.66 (2.8)	2.8	2.8	<table border="1"> <caption>No. of Visits (per population)</caption> <thead> <tr> <th>Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>2.8</td> </tr> <tr> <td>2016/17</td> <td>2.8</td> </tr> <tr> <td>2017/18 Q2</td> <td>2.8</td> </tr> </tbody> </table>	Year	Visits	2015/16	2.8	2016/17	2.8	2017/18 Q2	2.8										
Year	Visits																					
2015/16	2.8																					
2016/17	2.8																					
2017/18 Q2	2.8																					
Call abandonment rate	5% (5%)	2.9%	6.32%	<p>Total No. of Calls Received to Customer Service Centre</p> <table border="1"> <caption>Total No. of Calls Received to Customer Service Centre</caption> <thead> <tr> <th>Year</th> <th>No. of Calls</th> </tr> </thead> <tbody> <tr> <td>2015/1</td> <td>120,000</td> </tr> <tr> <td>2015/2</td> <td>110,000</td> </tr> <tr> <td>2016/1</td> <td>80,000</td> </tr> <tr> <td>2016/2</td> <td>80,000</td> </tr> <tr> <td>2016/3</td> <td>60,000</td> </tr> <tr> <td>2016/4</td> <td>80,000</td> </tr> <tr> <td>2017/1</td> <td>70,000</td> </tr> <tr> <td>2017/2</td> <td>70,000</td> </tr> </tbody> </table>	Year	No. of Calls	2015/1	120,000	2015/2	110,000	2016/1	80,000	2016/2	80,000	2016/3	60,000	2016/4	80,000	2017/1	70,000	2017/2	70,000
Year	No. of Calls																					
2015/1	120,000																					
2015/2	110,000																					
2016/1	80,000																					
2016/2	80,000																					
2016/3	60,000																					
2016/4	80,000																					
2017/1	70,000																					
2017/2	70,000																					
Increase in digital assistance provided to customers	16% (20%)	14.59%	-	New measures so only 2 years data available																		
On-line transactions	61% (60%)	54.9%	-																			
Compliance with Corporate timescales in responding to complaints	75% (75%)	73.25%	-	New measures so only 2 years data available																		
Amount of Cash Return on Invested Capital, expressed as a ratio over LIBID (or other target agreed in the Council's Treasury Management Strategy), and Other County Council Benchmark	566.6% (100%)	545%	300%	<table border="1"> <caption>Ratio of Cash Return on Invested Capital</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>300</td> </tr> <tr> <td>2016/17</td> <td>545</td> </tr> <tr> <td>2017/18 Q2</td> <td>566.6</td> </tr> </tbody> </table>	Year	Ratio	2015/16	300	2016/17	545	2017/18 Q2	566.6										
Year	Ratio																					
2015/16	300																					
2016/17	545																					
2017/18 Q2	566.6																					
Target asset receipts received	100% (100%)	33.38%	-																			
Actual project delivery time to planned delivery time (Property Services)	92% (92%)	66.66%	-																			
Availability of IT key systems through core infrastructure to users	100% (99%)	99%	99%	<table border="1"> <caption>% Availability of IT key systems</caption> <thead> <tr> <th>Year</th> <th>% Availability</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>100</td> </tr> <tr> <td>2016/17</td> <td>99</td> </tr> <tr> <td>2017/18 Q2</td> <td>99</td> </tr> </tbody> </table>	Year	% Availability	2015/16	100	2016/17	99	2017/18 Q2	99										
Year	% Availability																					
2015/16	100																					
2016/17	99																					
2017/18 Q2	99																					

Positive employee engagement score	70% (70%)	70%	68%	<p>% Engagement Score</p> <p>2015/16 2016/17 2017/18 Q2</p>
Staff sickness	9.75 (9.5)	9.65	10.26	<p>No. of Days</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of complaints upheld by the Ombudsman	8 (10)	11	4	<p>Number</p> <p>2015/16 2016/17 2017/18 Q2</p>
No. of Legal challenges/adverse judgements	1 (0)	1	9	

How do we compare?

The table provides comparative data for those KBMs where such data is available

Libraries - No. of visits per population	2014/15	2015/16	% change	Total population*
Warwickshire	1,638,681	1,572,037	-4.07%	556,800
Worcestershire	3,185,207	2,770,023	-13.03%	583,100
Oxfordshire	2,823,950	2,597,212	-8.03%	683,200
Northamptonshire	2,531,099	2,512,086	-0.75%	733,100
Suffolk	3,096,548	3,090,447	-0.20%	745,300
Buckinghamshire	1,592,210	1,433,100	-9.99%	799,200
All County Councils	83,489,352	77,366,664	-7.33%	N/A

*Taken from Office for National Statistics, mid-year 2016 estimates