

Date of issue: Monday, 11th September 2017

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Sadiq (Chair), Chahal (Vice-Chair), Chaudhry, N Holledge, Parmar, Rana, Sarfraz, A Sandhu and R Sandhu)
DATE AND TIME:	THURSDAY, 14TH SEPTEMBER, 2017 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

* Items 9 and 10 were not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
9.	Financial Update	1 - 20	All
10.	Quarter 1 Performance 2017/18	21 - 36	All

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 14 September 2017
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WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

BUDGET MONITORING REPORT – Period 4 (2017/18)

1 **Purpose of Report**

To provide an update on the Council’s latest revenue financial position as at the end of month 4 (July) for the 2017-18 financial year.

2 **Recommendation(s)/Proposed Action**

The Committee is requested to:

- a) Note the latest financial position.
- b) Note the budget virements as listed in Paragraph 8 of the report.
- c) Note the write offs as detailed in Paragraph 9 of the report.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A

Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

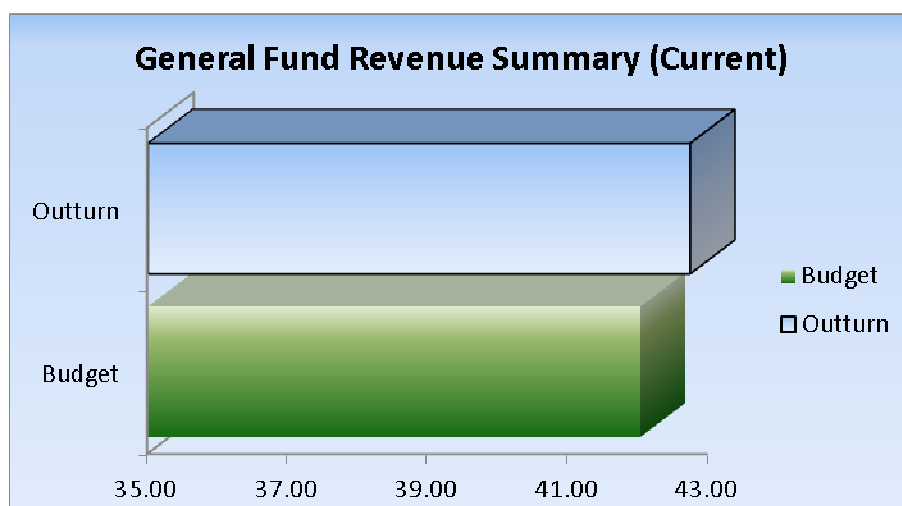
5 **Key Messages**

5.1 **Revenue General Fund**

5.1.1 **The Current Position**

As at the end of month 4 (July 2017) the Council's profiled year to date budget was **£42.034m**. The expenditure on the Council's ledger to the end of the same period was **£42.744m** this represents an overspend of **£0.710m**. This is summarised in the table below.

SUMMARY - CURRENT POSITION			
Directorate	YTD Budget	YTD Actual	YTD Variance
	£'M	£'M	£'M
Wellbeing	10.441	10.916	0.475
Children Learning & Skills and Schools	16.852	15.984	-0.868
Customer and Community Services	5.400	6.599	1.199
Regeneration, Housing and Resources	7.735	7.638	-0.096
Chief Executive	1.652	1.524	-0.128
Corporate & Departmental	-0.046	0.081	0.128
Total General Fund	42.034	42.744	0.710
% of revenue budget over spent			1.69%



The current position indicates an overall overspend of **£710k**. The most significant adverse variance is within the Customer & Community Services Directorate which has a current overspend of **£1.199m**. This overspend is primarily a result of reduced levels of income, compared to budget, within the Cemeteries & Crematoriums and Parks & Open Spaces Service Areas within Wellbeing & Communities Services; and various items related to the Arvato Contract (e.g. contractual inflation demands).

5.1.2 The Forecast Position

The revised net budget for the council for 2017/18 is **£103.4m**. This represents a net change of **£9.2m** (comprising savings of **£12.4m** and growth of **£3.2m**) from the 2016/17 budget.

The Council expects all Service Areas to operate within the funding envelopes they have been given. If a financial pressure is forecast, service areas are expected to undertake management actions to tackle these pressures in-year. To date, **£1.491m** of efficiencies have been identified, by service areas, to reduce the anticipated 2017/18 pressures.

Nevertheless, if plans remain unchanged, based on the latest service area forecasts, the council will overspend its General Fund Revenue Budget by **£1.904m** in 2017/18.

This is summarised in the table below.

SUMMARY - FORECAST (YEAR END) POSITION				
Directorate	Net Current Budget	Projected Outturn	Planned In Year Savings	Variance
	£'M	£'M	£'M	£'M
Wellbeing	31.323	32.274	-0.951	0.000
Children Learning & Skills and Schools	28.981	29.575	-0.036	0.558
Customer and Community Services	16.201	16.628	0.000	0.427
Regeneration, Housing and Resources	23.205	24.737	-0.504	1.029
Chief Executive	3.966	3.856	0.000	-0.110
Corporate & Departmental	-0.139	-0.139	0.000	0.000
Total General Fund	103.536	106.932	-1.491	1.904
% of revenue budget over/(under) spent				1.84%

5.1.3 The main causes for the forecast budget pressure are as follows:

- a) Within the Regeneration, Housing and Resources Directorate, the Housing & Environmental Services budget is currently forecasting an overspend of **£827k** due to adverse pressures on the Temporary Accommodation and Homelessness budget. This pressure is resulting from a sustained increase in demand for temporary housing.
- b) An overspend of **£258k** is currently forecast for the Avarto (Phase 1) Contract in Transactional Services within the Customer and Community Services Directorate.

- c) The transport for SEN children budget with Children, Learning & Skills Directorate is overspending and is expected to exceed the approved budget by **£0.377m** at the end of the year.
- d) There is also a projected overspend on Early Years of **£0.331k**. This overspend is a result of savings not being achieved in previous years and is likely to require corporate action to resolve.

5.1.4 Management Actions

In order to minimise the forecasted overspend, service areas have already implemented a series of management actions totalling **£1.491m**. As follows:

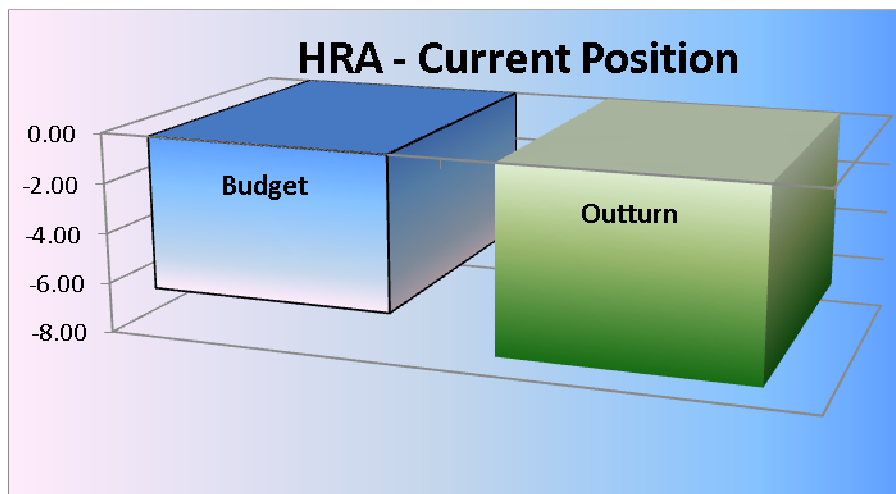
- a) A total of **£0.917m** from the Wellbeing Directorates which if achieved will allow this area to achieve a balanced budget position. The latest review of these actions suggest the Directorate is on track to deliver these plans in full.
- b) Proposals to the value of **£0.504m** in management actions have been identified within the Regeneration, Housing & Resources Directorate. A total of **£266k** will be achieved in additional capital investment income. There are also a number of initiatives in the Corporate Resources area which are expected to achieve additional income or cost reductions totalling **£0.238m**. However, it must be noted that the budget pressure in this Directorate is significantly greater than the management actions identified so far.
- c) The CLS Directorate have identified management actions which will deliver cost reductions of **£36k** to the Transport for SEN children budget. Other actions are being developed and will be reported in future months.

5.2 Housing Revenue Account (HRA)

5.2.1 The Current Position

As at the end of month 4 (July 2017) the profiled year to date net budget for the HRA was **-£5.99m**. The net expenditure on the Council's ledger to the end of the same period was **-£7.23m** this is net saving for the period of **-£1.23m**. This current net saving is due to the significant underspends to date on Management & Services (**£0.902m**), Housing Repairs (**£0.408m**) and Tennant Services (**£0.36m**). However expenditure on all these areas is expected to increase during the remainder of the financial year. Full details are given in paragraph 7 and this is summarised in the table and graph below.

HOUSING GENERAL FUND SUMMARY (Current Position)			
Directorate	YTD Budget	YTD Spend	Variance
	£'M	£'M	£'M
HRA Expenditure	5.944	4.283	-1.660
HRA Income	-11.938	-11.511	0.427
Net HRA Outturn Position (as at Period 4)	-5.995	-7.228	-1.233
% of revenue budget spent in total			20.57%

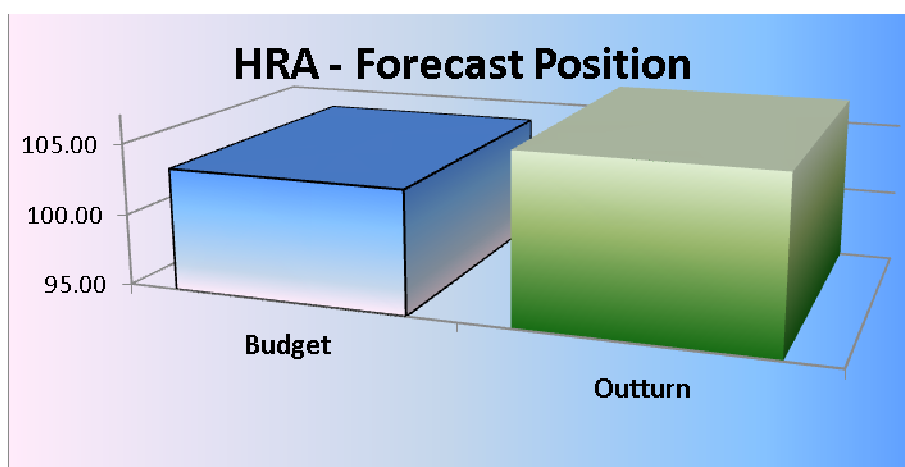


5.2.2 Forecast Position

The HRA is budgeted to spend **£38.2m** this financial year, with budgeted income of **£36.5m** expected, these result in a planned net budget for the HRA of **£1.7m**. The extra **£1.7m** will be funded from the Housing Development Fund. Based on actual expenditure and income received so far, plus planned commitments and further income expected, the HRA is forecasting budget in-line with expectations, including planned drawing down from the HRA reserve.

Full details are given in paragraph 7 and this is summarised in the table and graph below.

HOUSING GENERAL FUND SUMMARY (Forecast Position)			
Directorate	Annual Budget	Projected Outturn	Variance
	£'M	£'M	£'M
HRA Expenditure	38.219	38.219	0.000
HRA Income	-36.517	-36.517	0.000
HRA Outturn Position (as at Year End)	1.702	1.702	0.000
% of revenue budget spent in total			0.00%



5.2.3 Management Actions

There are no management action required for this service area as expenditure is in line with the budget.

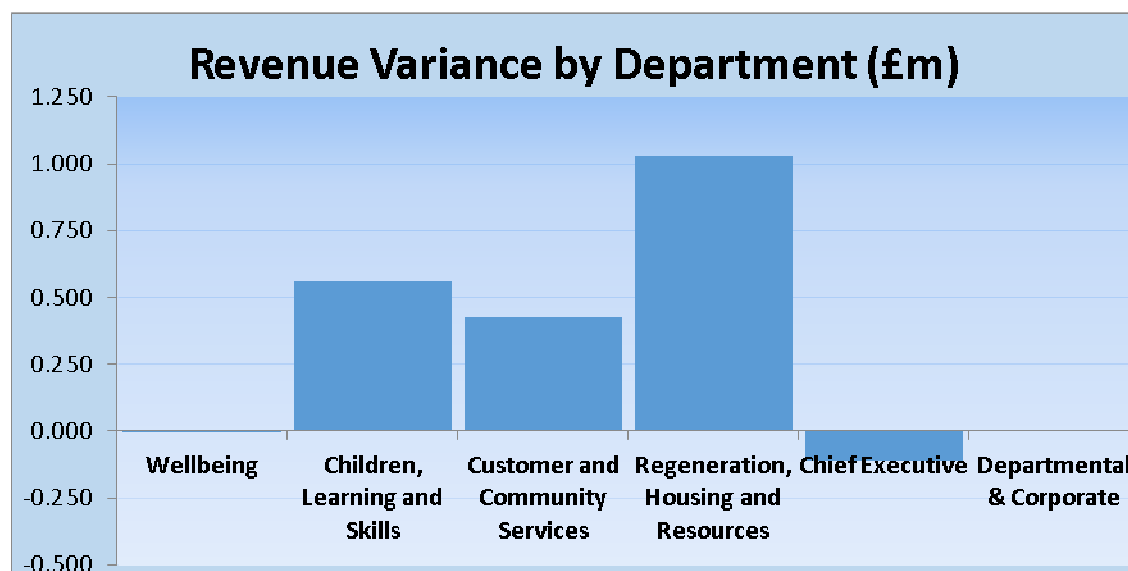
EXECUTIVE REPORT

6 General Fund Revenue Expenditure

6.1.1 Outturn by Directorate

The year-end forecast indicates that, unless further management actions are taken, there will be an overspend of **£1.904m** (1.84%) on the 2017/18 Revenue Budget. This forecasted overspend relates, primarily, to three Directorates: Regeneration, Housing & Resources (**£1.3m**), Children, Learning & Skills (**£0.558m**) and Customer and Community Services (**£0.427m**). These forecasts are based on the service areas' latest understanding of their current expenditure and financial commitments expected for the remainder of year.

6.1.2 The latest forecast by Directorate is summarised in the graph below



6.2 Wellbeing Directorate

6.2.1 Forecast Position

The Wellbeing Directorate has an underlying budget pressure of **£0.951m**. It is however in the process of implementing a variety of in-year management actions to offset this budget pressure. As a result the service is currently forecast to breakeven. A summary of the Directorate's budget position is shown below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Adult Social Care	31.935	32.886	-0.951	0.000
Public Health	-0.612	-0.612	0.000	0.000
Total Wellbeing	31.323	32.274	-0.951	0.000

6.2.2 Management Action

The Directorate has a variety of initiatives to address the underlying forecast budget pressure. These plans are reviewed in depth monthly and current indications are that these are on track to be delivered in full.

6.3 Children, Learning & Skills (CLS)

6.3.1 Forecast Position

This Directorate is currently forecasting an overspend of **£0.588m** this is due mainly to an overspend of **£377k** on the Transport budget for SEN children. However, there is also a projected overspend on Early Years of **£331k** due to previous savings items (relating to the 2015/16 and 2016/17 financial years) now being deemed to be unachievable. It is likely these savings will need to be tackled corporately (i.e. other service areas will need to make compensatory efficiencies/take management action). The latest forecasted position for this directorate is summarised below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
CLS Directorate	1.079	0.973	0.000	-0.106
SCST	24.657	24.657	0.000	0.000
Early Years and Development	0.627	0.959	0.000	0.331
Access and Inclusion	2.266	2.679	-0.036	0.377
Education Standard & Inclusive Learning	0.652	0.608	0.000	-0.044
SEN	0.037	0.037	0.000	0.000
Total Children, Learning and Skills	29.318	29.912	-0.036	0.558
Schools	-0.337	-0.337	0.000	0.000
Total CLS	28.981	29.575	-0.036	0.558

6.3.2 Management Action

There are a number of initiatives that are being implemented in an attempt to arrest the overspend on the Transport for SEN children budget. To date, only one has been sufficiently developed to enable a financial assessment to be made. This is the proposal to remove entitlement to transport from under 5's. This was agreed by Cabinet last summer and will be implemented in September 2017. This proposal is estimated to achieve a saving of **£36k**.

Work is ongoing to model the financial impact of the following proposals.

- Re-tendering of all transport work from September 2018. Options will be considered in autumn 2017 and the procurement process will begin 2018.
- Encouraging more parents to opt for a mileage payment instead of a vehicle provided by the local authority.
- There will be some savings as a result of the annual re-organisation of contracted routes in the summer holidays but these are not yet included

- There is a contingency of £30k to cover pupils fostered in other local authorities and eligible for transport. The home local authority is responsible for the costs in some circumstances.

6.3 Customer and Community Services (CCS)

6.3.1 Forecast Position

An overspend of **£427k** is currently forecast within this Directorate. This forecasted overspend derives from two main factors: an overspend on the Arvato contract and lower than planned income in a number of services areas within Wellbeing & Community services. These are explained in more detail later in the report. The summary forecast for this Directorate is shown in the table below.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
Community and Skills	1.785	1.642	0.000	-0.142
Wellbeing & Community	2.714	3.255	0.000	0.541
Planning and Building Control	0.596	0.583	0.000	-0.013
Enforcement and Regulation	1.137	1.205	0.000	0.068
Improvement and Development	0.398	0.343	0.000	-0.055
Transactional Services	8.657	8.921	0.000	0.264
Contracts, Commissioning & Procurement	0.914	0.679	0.000	-0.235
Total CCS	16.201	16.628	0.000	0.427

6.3.2 Within Transactional Services the Arvato contract (Phase 1) is currently forecast to overspend by **£258k** due to:

- The impact of the unexpected level of increase in the rate of inflation on the annual contract price increase,
- Reductions in Government administration subsidy grant, and
- A savings target related to the introduction of Agresso and the assumed reduction in the Arvato transactional charges which has not proved possible to achieve to date.

6.3.3 In addition, there is also a pressure within the Wellbeing & Community services of **£541k** primarily due to lower than budgeted income expected for Cemeteries & Crematorium (£367k); Registrars (£120k) and Parks & Open Spaces (£90k). The Cemeteries & Crematorium income shortfall is due to the closure of the facility and resulting fall in activity.

There have been over 333 fewer burials and cremations in the past year to June 2017. This is shown in table below:

Details	Burials	Cremations
Nov 2015 - June 2016	261	989
Nov 2016 - June 2017	235	682
Variance	-26	-307

The fall in the income from the Registrar has coincided with the move of this service to the Curve and a subsequent reduction in activity. There have been over 50 fewer weddings at the Registrar in the equivalent period. This is shown in the following table.

	Centre	Curve
Oct 2015 -June 2016 On site Weddings	220	
Oct 2016 -June 2017 On site Weddings		171
Oct 2015 -June 2016 Off site Weddings	17	
Oct 2016 -June 2017 Off site Weddings		11
Total	237	182

6.3.4 These forecasted overspends are partially offset by a saving of **£142k** due to less than budgeted expenditure on Libraries and various staffing savings elsewhere across the service area.

6.3.5 Management Action

No plans have been agreed to date to address the budget pressures identified above. A further update will be provided in next month's monitoring report.

6.4 Regeneration, Housing and Resources (RHR)

6.4.1 Forecast Position

RHR is forecasting an overspend of **£1.029m** mainly due to the budget pressure of **£0.827m** within the Housing and Environmental service area.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M		£'M
Strategic Management	-0.141	0.565	-0.266	0.440
Corporate Resources	1.949	2.187	-0.238	0.000
Housing and Environment	14.103	14.929	0.000	0.826
Assets, Infrastructure & Regeneration	7.293	7.056	0.000	-0.237
Total RHR	23.204	24.737	-0.504	1.029

6.4.2 Housing & Environment Services

This service is forecasting a significant overspend caused by a budget pressures of **£250k** within Environmental Services and **£577k** within the Housing Services.

Environmental Services

The **£250k** pressure within Environmental service area is due to:

- Inflation:** The annual contract increase is linked to the RPI in March. However, the budget has to be set earlier and was based upon a 2% RPI which means that the actual annual contract increase of 3.1% will exceed the allowance made in the 2017/18 budgets. This will create a budget pressure of **£140k**.
- Higher Costs & Reduce Profit Share:** There are higher landfill costs resulting from the in-year increase in waste volumes. It is also anticipated that the profit share arrangement with Amey is likely to be less than planned.

Management Action

No management actions have been presented to deal with these overspends at present at this time. An update will be included in the next monitoring report.

Housing Services

Housing Services are currently forecasting to overspend by **£577k**. This is due to higher costs within Temporary Accommodation and Homelessness of **£0.2m** and **£0.1m** respectively; whilst Home Improvements is expected to exceed its budget by **£0.2m**.

The pressures on these budgets are driven by the fact that it appears more individuals are turning to local authorities to source and place them into suitable accommodation. This is placing huge demands and financial pressures upon local housing services which cannot easily be constrained using resources allocated several years ago - when the nature and level of demands were much lower. Coupled with new Government legislation on Homelessness, Housing services will continue to face unprecedented levels of need and demand for their services and suitable affordable accommodation. This additional demand is demonstrated in the table below. It shows that the number of people in Temporary Accommodation has increased by nearly 300% in 6 years and 62% in the past 18 months.

Details	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18 (August)
Households in TA at Year End	92	112	82	156	215	309	350
Annual Change		20	-30	74	59	94	41
Cumulative Increase		20	-10	64	123	217	258
Cumulative % increase		22%	-11%	70%	134%	236%	280%

Management Action

The Housing Service is reviewing all options open to it to meet these demands and try and minimise their impact on Council resources including the setting up of a Council owned company (James Elliman Homes) to purchase suitable properties which can then be allocated at affordable rents. A Temporary Accommodation Rescue Plan has been devised and is being implemented. It is expected that the effects of this plan will commence taking effect from September. Unfortunately, Officers also believe that the position will get worse in the very short term before improvement is seen in the latter part of the year.

The TA Rescue Plan consists of:

- Increasing the supply of private sector properties to let to homeless households, a Landlords' Forum has been arranged on 20th September 2017 to start this process;
- Recruiting a team of Acquisition Officers to make links with landlords and establish a working relationship with them that becomes fruitful;
- Preparing an attractive financial incentives package for landlords to incentivise them;
- Exploring the possibility of discharging our homeless duty outside of Slough;
- Working more productively with benefit capped households who cannot afford to live in the borough but who are in temporary accommodation within the borough
- Improving monthly monitoring and making better use of performance data

It is too early for the financial effects of these initiatives to be estimated and included in the forecast. As these plans develop the savings will be quantified and reported in future reports.

6.4.3 Strategic Management

This area is currently forecasting an overspend of **£440k**. This is the result of savings agreed over the past 3 years that are unlikely to be delivered this year.

In 2015/16 savings totalling **£171k** were agreed to be delivered via “Efficiencies across the directorate”. These were never allocated to service teams and remain unachieved.

In 2016/17 savings totalling **£170k** were agreed to be delivered through “restructuring across the Directorate”. These have also not been delivered.

In 2017/18 new savings totalling **£300k** were agreed. These were to be delivered via “the creation of a dedicated SUR Team and capitalisation of costs”. However, the new Directorate of Regeneration will not be in place until November/December 2017, therefore this saving will be moved into 2018/19. The Service have already identified a “one-off” management action (see below) to offset the majority of this unachievable saving.

Management Action

As a one off measure additional income totalling **£266k** from “overage” investment returns will be used to offset these some of the budget pressure caused by these agreed savings not delivered. This income has already been achieved and therefore this action has been delivered.

There are no further proposals to reduce the budget pressures for this Directorate at this current time. An update will be provided in next month’s report.

6.5 Chief Executive Services

6.5.1 **Forecast Position**

These services are currently forecasting an underspend of **£110k**. This includes meeting savings of **£0.05m**.

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance
	£'M	£'M	£'M	£'M
Chief Executive Office	0.338	0.268	0.000	-0.070
Corporate & Member Services	1.300	1.290	0.000	-0.010
Communications	0.228	0.228	0.000	0.000
Strategy & Engagement	0.858	0.810	0.000	-0.048
Organisation Development & HR	1.242	1.260	0.000	0.018
Total CE Services	3.966	3.856	0.000	-0.110

Management Action

There are no management actions required for this service area as the budget is currently forecast to balance.

- 6.5.2 A full detailed review of all General Fund budgets is shown on Appendix A. A full list of all savings and the current RAG status is given in Appendix B.

7 Housing Revenue Account

The latest forecast on the HRA is for a balanced position. Full details are shown in the table below.

Housing Revenue Account - Budget Monitor 2017/18						
Division	Year to Date			Year End Forecast		
	Budget	Actual	Variance	Budget	Outturn	Variance
	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's	£ 000's
HRA Expenditure	0	(36,517)	(36,517)	0	0	0
<i>Breakdown:</i>						
<i>Tenant Services</i>	0	1,514	1,514	0	0	0
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	0	8,541	8,541	0	0	0
<i>Arears & Investigation</i>	0	20	20	0	0	0
<i>Tenant Participation</i>	0	0	0	0	0	0
<i>Housing Allocations/Lettings</i>	0	75	75	0	0	0
<i>Leaseholder Team</i>	0	0	0	0	0	0
<i>Housing Repairs</i>	0	0	0	0	0	0
<i>Management & Services</i>	0	(36,477)	(36,477)	0	0	0
<i>Loans, Bad Debt, Council Tax</i>	0	0	0	6,269	6,269	0
<i>Depreciation and Funding Of Capital Projects (RCCO)</i>	0	0	0	13,149	13,149	0
HRA Income	0	1,702	1,702	0	0	0
<i>Breakdown:</i>						
<i>Dwelling Rents</i>	(10,629)	0	10,629	(32,514)	(32,514)	0
<i>Garage Rents</i>	(156)	(152)	4	(476)	(476)	0
<i>Shop Rent</i>	(218)	(129)	89	(666)	(666)	0
<i>Other Rents e.g Ground, Wayleaves, Land</i>	(156)	(160)	(4)	(478)	(478)	0
<i>Leaseholder Service Charges Income & Chargeable Works</i>	(234)	(48)	186	(717)	(717)	0
<i>General Service Charges</i>	(540)	(468)	72	(1,651)	(1,651)	0
<i>Interest</i>	(5)	0	5	(16)	(16)	0
Total HRA Outturn Position 31.07.17	0	(34,815)	(34,815)	0	0	0

8 Virements

- 8.1 The following virements have been prepared since the start of the year. Cabinet will be requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules.

Directorate		Amount £	Reason
From	To		
Regeneration, Housing & Resources	Wellbeing	5,600	Transfer of Security Budget
Customer and Community Services	Chief Executive	400	Allocation of 2017/18 Fleet Car Management Savings
Customer and Community Services	Regeneration, Housing & Resources	9,500	Allocation of 2017/18 Fleet Car Management Savings
Customer and Community Services	Wellbeing	16,500	Allocation of 2017/18 Fleet Car Management Savings
Regeneration, Housing & Resources	Customer and Community Services	327,300	Allocation of 17/18 Fees and Charges Increases

9 Write Offs

- 9.1 Write offs totalling **£311,012.37** have been agreed since the start of the year. Cabinet at its meeting on 18th September 2017 will be requested to approve these write offs in accordance with the Council's financial procedures rules. These are detailed below.

SLOUGH BOROUGH COUNCIL					July 2017
WRITE-OFF SCHEDULE					
Reason	NNDR	Council Tax	Former Tenant Arrears	Housing Benefits	Total
	£	£	£	£	£
Unable to trace / Absconded	74,022.70	4,110.87	1,577.95	4,151.27	83,862.79
Vulnerable persons			295.33		295.33
Deceased			19,427.6		
			5	3,170.40	22,598.05
Statute Barred / Unable to Enforce		49,855.1			
		8	590.85	16,598.31	67,044.34
Bankruptcy		897.02			897.02
Dissolved/Proposal to Strike/ Liquidation/Receivership/Administratio n	349,521.6				349,521.69
	9				
Misc. (incl uneconomical to pursue)	56,643.09		1,539.79	1,853.53	60,036.41
Credit Balances	-41,313.16				-41,313.16
TOTAL	438,874.3	54,863.0	23,431.5		
	2	7	7	25,773.51	542,942.47
Pre April 2012		50,721.6			
	-5,061.46	5	825.19	20,369.13	66,854.51
	443,935.7		22,606.3		
Post April 2012		8	4,141.42	8	5,404.38
	438,874.3	54,863.0	23,431.5		476,087.96
TOTAL	2	7	7	25,773.51	542,942.47

10 Conclusion

- 10.1 The current General Fund revenue position for the Council is an overspend of **£0.7m**. The HRA is currently reporting a net **£1.2m** underspend.
- 10.2 Service Areas are currently forecasting an overspend of **£1.9m** on the Council's 2017/18 Revenue Budget. Various management actions are being developed to achieve a balanced budget by year end. The HRA's Income and Expenditure is expected to be in line with its agreed budget at year end.

11 Appendices Attached

- 'A' - General Fund Revenue Summary
'B' - Savings Summary

12 Background Papers

- '1' - Supporting working papers held in finance

Directorate	YTD Budget	YTD Actual	YTD Variance	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M			£'M	£'M	£'M
Wellbeing									
Adult Social Care	10.645	11.915	1.270	31.935	32.886	-0.951	0.000	0.000	0.000
Public Health	-0.204	-0.999	-0.795	-0.612	-0.612	0.000	0.000	0.000	0.000
Total Wellbeing	10.441	10.916	0.475	31.323	32.274	-0.951	0.000	0.000	0.000
Children Learning & Skills									
CLS - Directorate	0.360	1.784	1.424	1.079	0.973	0.000	-0.106	-0.115	0.009
SCST	15.411	15.357	-0.053	24.657	24.657	0.000	0.000	0.000	0.000
Early Years and Development	0.209	0.649	0.440	0.627	0.959	0.000	0.331	0.269	0.062
Access and Inclusion	0.755	0.881	0.126	2.266	2.679	-0.036	0.377	0.296	0.081
Education Standards and Inclusive Learning	0.217	0.351	0.133	0.652	0.608	0.000	-0.044	-0.011	-0.033
SEN	0.012	-0.080	-0.092	0.037	0.037	0.000	0.000	0.000	0.000
Total Children Learning & Skills (GF)	16.964	18.941	1.977	29.318	29.912	-0.036	0.558	0.439	0.119
Total Schools (DSG)	-0.112	-2.957	-2.845	-0.337	-0.337	0.000	0.000	0.000	0.000
Total Children Learning & Skills	16.852	15.984	-0.868	28.981	29.575	-0.036	0.558	0.439	0.119
Customer and Community Services									
Community and Skills	0.595	0.176	-0.419	1.785	1.642	0.000	-0.142	-0.179	0.037
Wellbeing & Community	0.905	0.938	0.033	2.714	3.255	0.000	0.541	0.263	0.278
Enforcement and Regulation	0.578	0.496	-0.081	1.733	1.788	0.000	0.055	0.000	0.055
Improvement and Development	0.133	0.266	0.133	0.398	0.343	0.000	-0.055	0.078	-0.133
Transactional Services	2.886	4.002	1.116	8.657	8.921	0.000	0.264	0.264	0.000
Contracts, Commissioning & Procurement	0.305	0.721	0.417	0.914	0.679	0.000	-0.235	-0.188	-0.047
Total Customer and Community Services	5.400	6.599	1.199	16.201	16.628	0.000	0.427	0.238	0.189

Regeneration, Housing and Resources									
Strategic Management	-0.047	0.135	0.182	-0.141	0.565	-0.266	0.440	0.000	0.440
Corporate Resources	0.650	0.650	0.000	1.949	2.187	-0.238	0.000	0.000	0.000
Housing and Environment	4.701	4.801	0.100	14.103	14.929	0.000	0.826	0.827	-0.001
Assets, Infrastructure and Regeneration	2.431	2.052	-0.379	7.293	7.056	0.000	-0.237	-0.021	-0.216
Total Regeneration, Housing and Resources	7.735	7.638	-0.096	23.205	24.737	-0.504	1.029	0.806	0.223

Chief Executive									
Chief Executive Office	0.140	0.127	-0.014	0.338	0.268	0.000	-0.070	0.000	-0.070
Corporate & Member Services	0.544	0.486	-0.058	1.300	1.290	0.000	-0.010	-0.010	0.000
Communications	0.095	0.069	-0.026	0.228	0.228	0.000	0.000	0.000	0.000
Strategy & Engagement	0.356	0.350	-0.006	0.858	0.810	0.000	-0.048	-0.048	0.000
Organisation Development & HR	0.517	0.493	-0.025	1.242	1.260	0.000	0.018	0.000	0.018
Total Chief Executive	1.652	1.524	-0.128	3.966	3.856	0.000	-0.110	-0.058	-0.052

Total Corporate & Departmental	-0.046	0.081	0.128	-0.139	-0.139	0.000	0.000	0.000	0.000
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Total General Fund	42.034	42.744	0.710	103.536	106.932	-1.491	1.904	1.425	0.479
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% of revenue budget spent in total

1.84%

SAVINGS SUMMARY - 2017/18					APPENDIX B
Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	Additional income generation from the switch of alarm monitoring of Corporate Landlord property alarms to CCTV Control Centre and other services	RED	CCTV not compliant with alarm reception centre (ARC). Alternative saving to be found
CCS	Public Protection	30	Re -commissioning of Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	Increase in income	GREEN	
CCS	Planning and Building Control	11	Reduction in subsidy through additional income from pre-application and increased planning application numbers off the back of the local plan review/growth agenda.	GREEN	
CCS	Planning and Building Control	4	Savings from reducing specialist consultancy support by training existing staff to undertake both petroleum licensing and environmental permitting.	GREEN	
CCS	Public Protection	5	TRADING STANDARDS - Partnership with approved trader scheme	AMBER	This scheme is currently on hold whilst various legal issues are resolved.
CCS	Planning and Building Control	3	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	Reduction in budget lines across Procurement Team service area.	GREEN	
CCS	Learning and Community Services	780	Libraries' Contract Overpayment (one-off)	AMBER	Discussions continue - may not receive whole £780k

Directorate	Service	Amount	Savings Item	RAG	Comments
CCS	Legal	300	Increase internal legal capacity to reduce spend on external legal advice (Net position)	AMBER	Can only be met if posts kept vacant
CCS	Planning and Building Control	35	Expected compensating savings following introduction of the fleet of electric vehicles (growth bid included)	GREEN	
CCS	Wellbeing & Community Services	2	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	Increase in Fees and Charges	AMBER	Cemetery and Crematorium not fully open
CCS	Wellbeing & Community Services	73	Increase in Fees and Charges	AMBER	Registrars income not as high as expected when Curve opened
CCS	Planning and Building Control	8	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CCS	Public Protection	2	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CCS	Public Protection	4	Increase in Fees and Charges	AMBER	Finance to meet Budget holder
CE	Professional Services	50	Reduction in budget lines across HR service area.	GREEN	
		1,781			
Wellbeing	Public Health	156	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	Adult Social Care Restructure	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
Wellbeing	Adult Social Care	100	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following succesful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	Fees and charges increase for client contributions	GREEN	
		1,450			
RHR	Environmental Services (WASTE)	475	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Subject to the cost of providing the new service specification, and the new DLO/DSO operating costs.
RHR	Housing and Environment	50	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	Home improvements- Income generation from fees	AMBER	
RHR	Housing and Environment	100	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	This may only be partly achieved this year due to the time needed for the new housing company (James Elliman Homes) to acquire suitable properties.
RHR	Housing and Environment	6	Home Improvements and Strategic Housing - Capitalisation	AMBER	
RHR	Finance & Audit	50	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	Mortgages deposits being offered with rental (@4%). Assumed 20 then 75	AMBER	Will be made in an alternate way if the original plans are not implemented
RHR	Facilities	10	Additional income - Maximise Use of Office Space	GREEN	
RHR	Facilities	5	FM Contracts Review	GREEN	
RHR	Transport and Highways	524	Capitalisation of Highway Maintenance from D412 and D458	GREEN	
RHR	Transport and Highways	150	Replacement of council fleet and hire vehicles through capital investment (invest to save) resulting in reduced maintenance and reduced hire costs. Increase in charges for Community Transport hire charges for third party's as part of income generation.	GREEN	

Directorate	Service	Amount	Savings Item	RAG	Comments
RHR	Transport and Highways	250	Reduction in Revenue budget as a result of new street lighting contract including further energy savings, reduction in scouting and reduction in cleaning of lanterns.	GREEN	
RHR	Transport and Highways	100	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	Creation of dedicated SUR Team and capitalise costs	AMBER	Not possible to achieve full amount in 17/18 – Overage saving offered as one-off partial saving
RHR	Transport and Highways	17	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
		2,816			
CLS	Cambridge Education Contract	350	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	RED	Likely to require corporate solution.
		350			

RAG LEGEND	
GREEN	Delivered or on will be delivered in full
AMBER	Partial delivery expected
RED	Unlikely to be implemented

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 14th September 2017

CONTACT OFFICER: Russ Bourner, Performance Manager
(For all enquiries) (01753) 87 5217

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PERFORMANCE & PROJECTS REPORT: Q1 2017/18

1 **Purpose of Report**

- To provide the Committee with the latest performance information for the 2017-18 financial year.
- To summarise the Council’s performance against the Corporate Balanced Scorecard indicators to date during 2017-18.
- To update on the progress of the 25 projects on the portfolio, which are graded according to Project magnitude as Gold (5), High (13), Medium (1) or Low (5).

2 **Recommendation(s)/Proposed Action**

That the Council’s current performance as measured by the indicators within the balanced scorecard and update on Gold projects and performance be noted.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council to ensure that it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

The report helps achieve the corporate objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting.

4 **Other Implications**

(a) **Financial**

There are no financial implications.

(b) **Risk Management**

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A

Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Supporting Information

5.1 This is the first report on the 2017-18 financial year in respect of the performance position of the Council. The report is presented against a background of change arising from the ongoing review and refresh of the Council's 5 Year Plan. Content and format is therefore also prone to change, going forward.

5.2 The report comprises two sections:

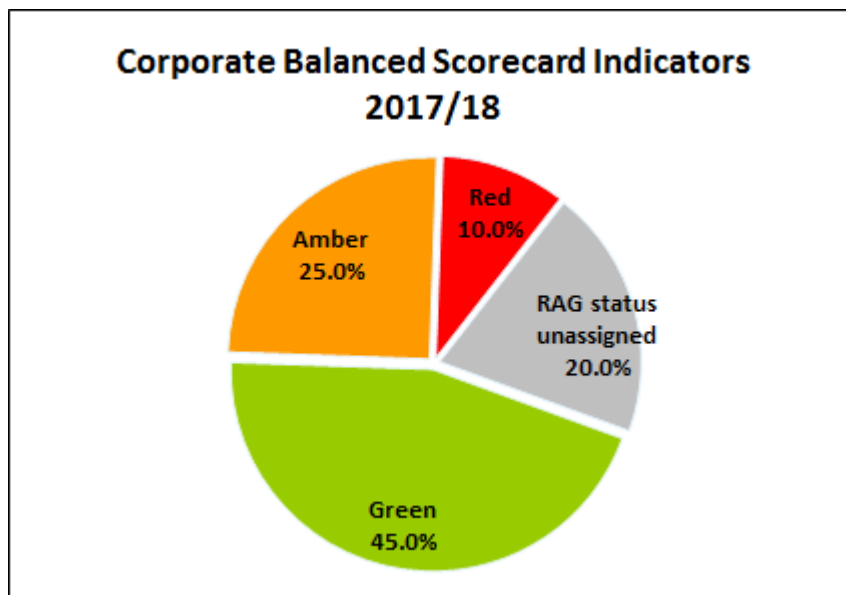
- The high-level performance indicators of the Corporate Balanced Scorecard;
- The summary highlight reports on the Council's Project Management Performance.

5.3 Corporate Balanced Scorecard

5.3.1 This is the quarter 1 (2017-18) presentation of the Corporate Balanced Scorecard, relating to the period 1st April to 30th June 2017.

5.3.2 There are 20 performance measures included in the Corporate Balanced Scorecard. These have been aligned to the five priority outcomes as agreed in the revised Five Year Plan 2017-2021.

5.3.3 The latest position of the Corporate Balanced Scorecard demonstrates that at the end of quarter 1, an overview of the Council's performance was as follows:



5.3.4 Of the 20 indicators, 3 are still being finalised, so have no performance value nor agreed target; one other (relating to child protection plans) currently has no agreed target.

5.3.5 For the remaining 16 indicators with agreed target levels, in this period, 2 were rated as significantly under the desired performance level, 5 were rated as 'Amber', signifying a near miss to desired performance level, and 9 were rated 'Green' as achieving or exceeding target performance.

5.3.6 For each indicator the RAG status has been assigned by the responsible manager, with reference to previously agreed targets.

5.3.7 Key areas of noteworthy concerns flagged as 'Red' status have been previously reported, and are:

5.3.8 **1.2i: Prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP**
[This was reported the previous quarter]

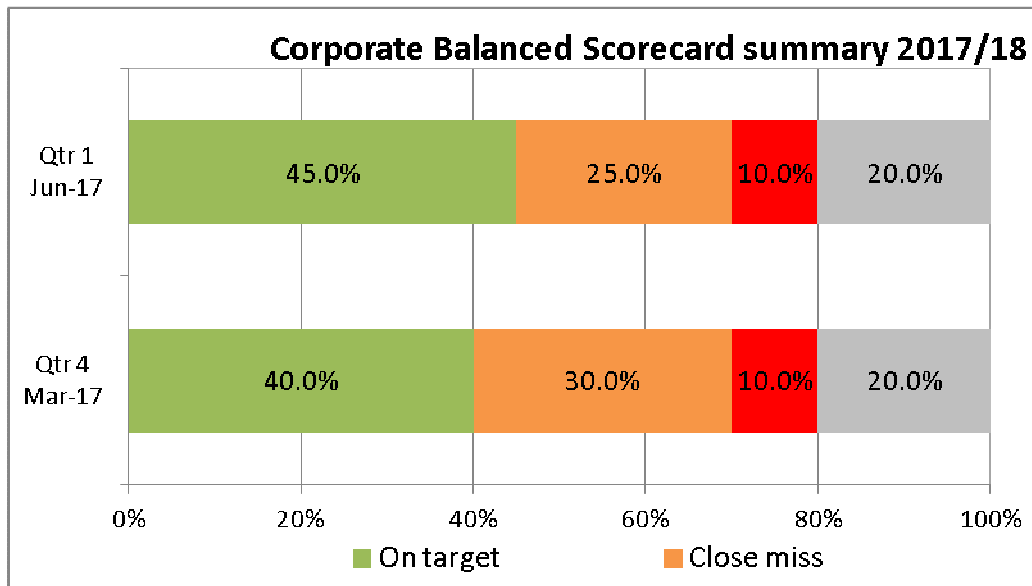
5.3.9 **1.2ii: Prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP**
[This was reported the previous quarter]

5.3.10 Both the 'excess weight' measures are generated annually as part of a nationwide Child Measurement Programme, and in both cases the latest Slough results have a higher proportion of children carrying 'excess weight' than the national and regional averages, and an increase in this proportion since the previous year.

Please refer to the Corporate Balanced Scorecard for fuller details of the initiatives in place to tackle the issue of unhealthy weight in childhood.

5.3.11 Comparison with previous quarter:

5.3.12 The bar chart below compares the proportion of indicators assigned each RAG status at quarterly intervals.



5.3.13 Increase council tax in year collection rate (%)

The collection rate at the end of June 2017 of 30.88% is on target for this time in the financial year. The RAG status improved from ‘Amber’ to ‘Green’.

5.4 Project Management

- 5.4.1 The final section of this report provides a summary of progress on the range of projects currently being undertaken and monitored by the Performance Management Office.
- 5.4.2 During Quarter 1, 25 projects were being undertaken, with 5 of these described as “Gold Projects” – those of greatest strategic importance to the Council, and a further 13 categorised as of “High” importance grade, 1 as “Medium” and 5 as “Low”.
- 5.4.3 A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers. Please email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period. Cabinet may decide to scrutinise particular projects using this Background Paper.
- 5.4.4 **Project Progress (Gold Projects)**

The Gold Projects are:

- School Places Programme
- Adults Social Care Reform Programme
- ERP/Agresso
- RMI Contract
- Environmental Services Contract Re-Procurement

5.4.5 Highlights this quarter:

4 Projects: Progress

Four projects are reporting completion of significant key activities and milestones:

- **RM&I Contract**
The RM&I Project are reporting significant progress following the identification of the preferred contract bidder. A mobilisation team has been identified who are preparing the mobilisation plan in preparation for services go live December 2017.
- **Fleet Challenge**
The Fleet challenge project has reported its significant progress in readiness for the launch in mid-June 2017. Highlights include the promotion of the scheme at the Staff Conference on 18th May 2017 which was well received by staff.
- **Leisure Strategy – Arbour Park**
The Leisure Strategy programme reported that Arbour park was formally handed over on 25th May, 2017.

The official opening of Arbour Park took place on the 14th June, with the launch aimed at corporate businesses and potential hires.

- **Leisure Contract re-Procurement**
The new contract with SLM has been successfully mobilised. Notable improvements to Montem Leisure Centre have been made including repainting and rebranding the site, repairs to gym facility, including installing up-to-date equipment in the gymnasium. In addition SLM have increased the cleaning regime and staff training to ensure an improved service to residents and customers alike.

5.4.6 Key issues to be aware of:

1 Project: Resources

RM&I – Client Team Recruitment

The RM&I Project reports that there was no interest expressed internally for any of the advertised roles. Action is being taken to address this issue by externally advertising the roles.

5.4.7 Key lessons from projects reviewed this quarter:

The Programme Management Office (PMO) routinely carries out End Project, Lessons Learned and Benefits reviews for key projects. In the last quarter, the PMO undertook Lessons Learned reviews for the following projects:

- The Curve
- The transfer of services back in house from Cambridge Education
- Subsidiary Housing Companies

This resulted in findings that have been helpful to project managers implementing projects of a similar nature.

5.4.8 Further information can be brought to members at any time should that be helpful.

5.4.9 Background Papers: Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

6 **Comments of Other Committees**

The report will be considered by Cabinet at its meeting on 18th September 2017.

7 **Conclusion**

- 7.1. 45% of the selected performance indicators are achieving desired target results, with near-misses in the offer and take-up of Health Checks, overall crime rates, increasing the number of dwellings and affordable homes in the borough, and bus punctuality.
- 7.2. Each Outcome Group now has a dedicated member from the Council's central Performance Team, who will attend Outcome Group meetings and provide data support and advice to support the selection and delivery of performance indicators required by each group.
- 7.3. Progress continues on all major schemes and projects. The Council's PMO maintains oversight of all projects included in the portfolio to ensure that risks and issues are managed and progress maintained. The PMO routinely carries out Lessons Learned and Benefits reviews for key projects which is helpful to project managers implementing projects of a similar nature.

8 **Appendices Attached**

'A' - Corporate Balanced Scorecard, June 2017

9 **Background Papers**

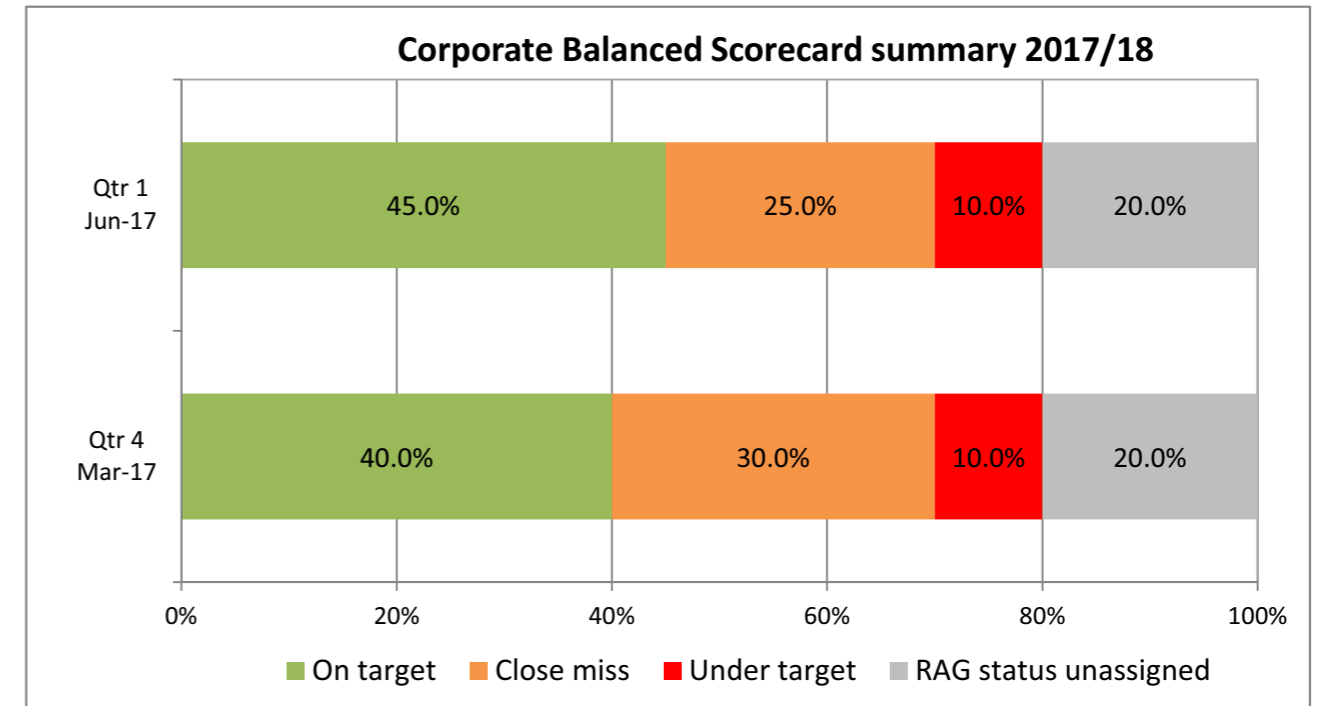
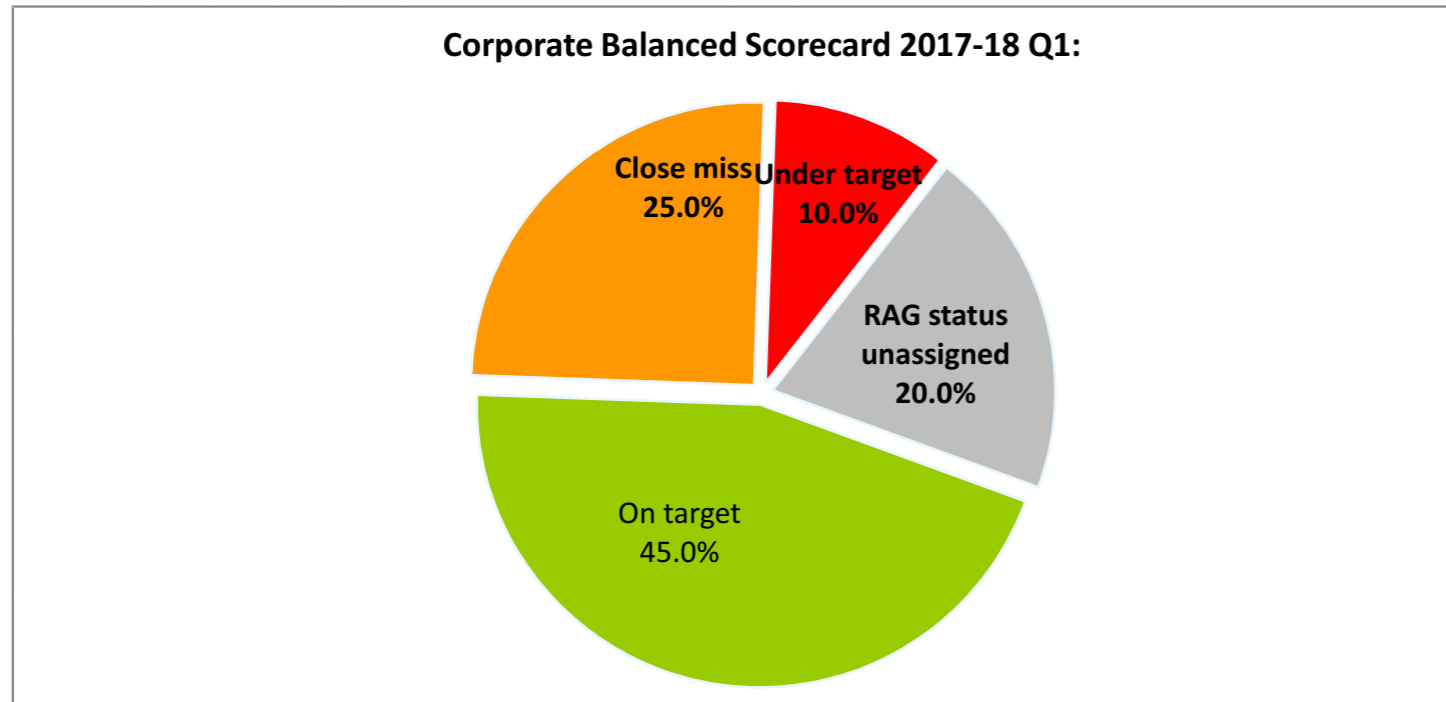
Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

Appendix A: Slough Borough Council - Corporate Balanced Scorecard 2017-18: to end of quarter 1 - June-17

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under our five priority outcomes putting people first:

1. Our children and young people will have the best start in life and opportunities to give them positive lives.
2. Our people will become healthier and will manage their own health, care and support needs.
3. Slough will be an attractive place where people choose to live, work and visit.
4. Our residents will have access to good quality homes.
5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **n/a** (not applicable, because this is a volume indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex).



Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

Outcome 1: Our children and young people will have the best start in life and opportunities to give them positive lives

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Increase percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Aug-16	69.1% [2015/16] 64.9% [2014/15] 58.0% [2013/14] 49.9% [2012/13]	increasing	[2015/16] Slough 69.1% SE 73.0% England 69.3%	↑	Green	Achievement in the 2015/16 academic year shows that performance in Slough Schools has improved by 4.2% from 64.9% in 2014/15 to 69.1% in 2015/16. However Slough's performance is marginally below the England average of 69.3%. Ranked 83rd nationally out of 152 LA's.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2i	Reduce prevalence of children with 'excess weight' at start of primary school (Reception) as measured by the NCMP	Oct-16	19.6% [2014/15] 21.9% [2013/14] 21.9% [2012/13] 22.3% [2011/12]	Closer to the national rate	[2015/16] Slough 23.0 % SE 20.9% England 22.1% [2,452 children measured]	↓	Red	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>The percentage of children with 'excess weight' at the start of primary school in Slough is reported as above the England average and the South East average. More children measured than in 2014/15 so the increase in Slough is of concern at 3.4% compared to the rise of 0.8% in England as a whole.</p> <p>The rates of breastfeeding initiation remain above the England and decile average. Change4life Disney campaign and Sugar Swaps programme are still promoted through early years teams.</p> <p>Councillors wanted assurance that the same children were being measured due to the high numbers transferring in and out. From now on data will be collected nationally by the unique pupil reference number of the child rather than at postcode level. Unpublished local data from the school nursing service suggests a much lower percentage which needs further understanding as the strategy would have to change if overweight children resident in Slough borough were attending schools outside of area as their results would only then appear when data is uploaded to the HSCIC.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - General promotion of the key messages via the Start 4 Life campaign (Active Play and Baby moves), including utilising the resources of the "Infant and Toddler Forum". - Encouraging the use of the Disney Shake ups through the Change4life programme. - Health Visiting for health and social advice for all new parents (Forming part of the 0-19 offer recommissioning in late 2017).

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.2ii	Reduce prevalence of children with 'excess weight' at end of primary school (Year 6) as measured by the NCMP	Oct-16	38.8% [2014/15] 37.0% [2013/14] 34.8% [2012/13] 35.5% [2011/12]	Closer to the national rate	[2015/16] Slough 38.9% SE 30.8% England 34.2% [1,849 children measured]	↔	Red	<p>Childhood obesity is impacted by multiple factors, most of which will be outside the council's ability to control.</p> <p>In 2015/16 the percentage of children with 'excess weight' at the end of primary school in Slough is above the England and South East averages. The rate of increase in Slough is 0.1% compared to the rise of 0.8% in England as a whole.</p> <p>The unique pupil reference number will be used to collect data in future to identify whether transfers in and out are a factor in these results.</p> <p>The following initiatives are in place:</p> <ul style="list-style-type: none"> - Commission Let's Get Going (Physical Activity and Healthy eating) courses across Slough for children aged 7-11 (3 schools and 1 community location in 2017, looking to expand based on demand) and 12-16 years (up to 6 locations in 2017, linking to the Eat 4 Health programme commissioned to Solutions for Health for age 16+). - YES Consortium delivering physical activity programmes across Slough for Slough Youth, directly linked to Active Slough programmes. - Active Slough programmes and additional pilot programmes linking to "Let's Get Going" to expand the capacity of the programme and meet demand. - Working with schools to ensure their PSHE offer is fit for purpose. - Encouraging the use of the Disney Shake ups through the Change4life programme (Now in all Primary Schools in Slough). - School Nursing health checks on entry to school (for monitoring, advocacy and signposting purposes). - Introduction and further expansion of "The Daily Mile" through Slough primary schools for ALL pupils (Currently 1 school with 900 pupils). - Intergenerational interventions for Physical Activity to encourage children and parents to be more active e.g. Junior parkrun or Great Run Local. - Link to advocating greater use of outdoor space and parks for health and wellbeing.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.3	Safeguarding measure: Number of children subject to Child Protection (CP) Plan per 10,000 local child population <i>[snapshot position at 31st March annually, or final day of quarter throughout year]</i>	Aug-17	2017: Slough 37.2 (prov) (England: to be released) 2016: Slough 56.7 (England: 43.1) 2015: Slough 28.1 (England: 42.9) 2014: Slough 65.5 (England: 42.1)	No target has been agreed	2017 Q1: 37.4 <i>(Provisional)</i>	n/a	n/a	New indicator The number of children subject to a CP Plan will fluctuate depending on the personal needs of children known at any moment, but this measure gives an overall measure of the success (or otherwise) of all agencies and economic circumstances in providing an environment within Slough for families to prosper. Many of the economic and demographic drivers behind child abuse are relatively prevalent in Slough, so historically we expected to usually at least meet the national average. However, it is our collective responsibility to provide sufficient early support that will enable more families to improve circumstances before they reach the critical level that warrants a CP intervention. The figures now suggest that there is greater stability in CP numbers, and that these are holding at a little below the average England rate. However, this is likely to change again as the Trust embeds its Innovation activity and thereby aims to further divert demand from statutory services.
1.4	Reduce levels of 16-18 year olds not in education, employment or training (NEETs)	May-16	2015 NEET: 4.2% Activity is not known: 4.2% 2014 NEET: 4.0% Activity is not known: 9.3% 2013 NEET: 6.1% Activity is not known: 7.6% 2012 NEET: 4.9% Activity is not known: 6.6%	Below 5%	2015 Slough NEET: 4.2% Activity is not known: 4.2% National NEET: 4.3% Activity is not known: 8.0% South East NEET: 3.9% Activity is not known: 10.1%	↑	Green	The published annual NEET rate is calculated based on an average for November to January each year. These figures are based on information local authorities submit to the DfE about young people's participation in education or training in their area. Slough's NEET rate is currently 4.2% which is below the target rate of 5% with its 'activity is not known' also reduced to 4.2%. There is ongoing challenges in order to enable and prevent YP falling through the gaps that the YPS. The service is dedicated to young people to assist and support them to find suitable employment, education or training opportunities. Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 2: Our people will become healthier and will manage their own health, care and support needs								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Increase number of people starting and completing a smoking cessation course (rate per 100,000 population). Percentage of those who successfully quit smoking.	Apr-17	2015/16 Q1-Q4 <u>4 weeks</u> Slough 65.40% [998] SE 55.67% England 51.02% <u>Rate per 100,000</u> Slough 918 SE 375 England 440	Above the national rate	2016/17 Q1-Q3 <u>4 weeks</u> Slough 68.33% [630] SE 52.10% England 49.81% <u>Rate per 100,000</u> Slough 580 SE 221 England 242	↑	Green	Slough continues to perform above the SE and England in terms of numbers of people who set a quit date and go on to quit for 4 weeks and longer. The conversion rates are well above benchmarking averages. In Slough, smoking in pregnancy (which is reported as smoking at time of delivery) also remains lower than regional and national averages.
2.2	Increase number of adults managing their care and support via a direct payment	Aug-17	360 [Mar-17] 235 [Mar-16] 197 [Mar-15] 188 [Mar-14]	Increasing	374 clients & carers [Jun-17] [239 clients + 135 carers]	↑	Green	The number of service users and carers supported through a Direct Payment continues to increase. We have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will be reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.
2.3	Increase the uptake of health checks Increase the percentage of the eligible population aged 40-74 offered an NHS Health Check	Apr-17	2016/17 Q3 Slough: 3.19% [1,121] SE: 3.33% National: 3.71% Q2 Slough: 1.98% [698] SE: 4.51% National: 4.41% Q1 Slough: 1.72% [605] SE: 5.02% National: 4.49%	Closer to the national rate by 17/18	2016/17 Q1-3 Appointments offered: 2,424 Slough 6.89% SE 12.86% National 12.62%	↑	Amber	Health Check rates in Slough although improving remain below south east and national rates of 12.86% and 12.62% respectively. Measures are in place to address this, including commissioning a new cardiowellness4 Slough programme. This will deliver 800 additional Health Checks, with a view to bring Slough rates in line with national rates in 2017/18 financial year. The new cardiowellness4 Slough programme launched in January 2017.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 3: Slough will be an attractive place where people choose to live, work and visit								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Increase levels of street cleanliness	May-15						New indicator. Exact measure as well as targets is in process of being agreed.
3.2	Reduce crime rates per 1,000 population: All crime (cumulative from April)	Aug-17	87.15 [2016/17] 81.92 [2015/16] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Maintain local 'all crime' level below the MSG average and move towards the upper quartile on MSG performance	[rolling yr to Jun-17] Slough: 88.06 MSG: 92.87 England: 82.89	↓	Amber	The rolling year-to-date position for "all crime" for Slough has increased by 1% (+0.91). Slough continues to show a lower increase than the national increase of 1.3% and has maintained its position in the 'Most Similar Group' at 5.5% lower than the group average with lower all-crime rates than Luton, Brighton etc. in addition to lower rates than Reading and Oxford. Local authorities in Slough's MSG have also seen an increase in crime from Q4 2016/17 to Q1 2017/18 by 1.3% (+1.25). Nationally, the UK saw an increase in all crime in the most recent quarter by 1.3% (+1.06). Only 16% of crime types saw an overall decrease across all Local Authorities. The Safer Slough Partnership is continuing to focus on reducing crimes against people; in particular, Violence Against Women and Girls (VAWG) through the VAWG group, CSE and a new Task and Finish group reviewing gangs. This focused partnership work is specifically designed to mitigate increases in crime and to stabilise our overall crime figures.
Outcome 4: Our residents will have access to good quality homes								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Increase in the number of dwellings in the borough	Apr-17	Net completions 789 [2015/16] 507 [2014/15]	550 pa	[2016/17] Net completions 521	↓	Amber	A total of 598 new dwellings were built in 2016/17 but 77 were lost through demolitions and changes of use. As a result net completions were 521. There are 1,251 new dwellings under construction and planning permission has been granted for a further 2,344.
4.2	Increase number of affordable homes delivered by SBC	Apr-17	16 [2016/17] 190 [2015/16] 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An <u>average</u> of 100 affordable houses will be provided each year through the planning system	2016/17 16	↓	Amber	Delivery of new build dwellings is a priority for the council, but the number coming to fruition each year will vary. During 2016/17, 56 scheduled completions slipped into 2017/18. There are a further 135 new build dwellings in the pipeline.
4.3	Increase number of planning applications approved	Apr-17						New indicator. Exact measure as well as targets is in process of being agreed.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
Outcome 5: Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents								
Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1i	Increase business rate in year collection rate (%)	Aug-17	97.5% [2016/17] 97.1% [2015/16] 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	97.00%	Apr - Jun-17 31.54%	↑	Green	The collection rate at the end of June 2017 was above target for this time in the financial year.
5.1ii	Increase in business rate base							New indicator. Exact measure as well as targets is in process of being agreed.
5.2	Reduce overall unemployment rate Reduce proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed.	Aug-17	Mar 2017 1,330 people Slough 1.4; SE 1.2; GB 2.0. Mar 2016 1,405 people Slough 1.5; SE 1.1; GB 1.9. Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Jun-17: 1,375 people Slough 1.5% SE 1.2% GB 1.9%	↔	Green	Slough's claimant rate for Jun-17 of 1.5% comprising of 1,375 people, is marginally above the previous year's rate of 1.4% [Jun-16]. Slough's rate is lower (better) than the GB average of 1.9% but higher than the South East average of 1.2%. The council and partners seek to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g. construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.3	Reduce journey time Bus punctuality: Non-frequent bus services running on time	Oct-16	89.0% [2014/15] 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2015/16] Slough 80.0% SE 82.8% England 82.6%	↓	Amber	Data is collated and reported annually by Department for Transport. The latest reports shows a 9% reduction in punctuality in Slough between 2014/15 and 2015/16, with local punctuality for this year now below both the England value (82.6%) and South East value (82.8%). Traffic management schemes to decrease congestion and increased use of dedicated bus lanes continue. By widening the A4 at key points, and by utilising service roads as bus lanes, SMaRT aims to provide a bus service that is quicker, more frequent, and more reliable. SBC Transport & Highways Department co-ordinates road and street works to minimise any impact on public transport operations and business travel. The Tuns Lane enhancements will deliver lane widening on Tuns Lane and a roundabout with a new 'intelligent' traffic light system which senses traffic jams and adjusts the sequencing of the lights accordingly. Similarly, Windsor Road will see junction improvements, road widening and other works to improve conditions for general traffic and buses, making journeys quicker and more reliable. First Bus introduced significant changes to their bus network in Slough from the 24th September 2016 to reduce the impact of congestion on bus operations.
Enabling								
E.1	Increase council tax in year collection rate (%)	Aug-17	96.8% [2016/17] 96.5% [2015/16] 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	97.10%	April to Jun-17 30.88%	↑	Green	The collection rate at the end of June 2017 was on target for this time in the financial year.
E.2	Increase proportion of council tax payments made by direct debit	Aug-17	57.4% Mar-17 55.7% Mar-16 51.9% Mar-15	Increasing	As at Jun-17 57.4%	↔	Green	As at June 2017 the percentage of accounts paying by direct debit is 57.4%; this position reflects no change during the current quarter.

Ref	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
E.3	Increase the proportion of households signed up for self service	Aug-17	<p>Mar-17: 16.7% 9,277 households</p> <p>Dec-16: 14.5% 8,048 households</p> <p>Sept-16: 12.7% 7,070 households</p> <p>Jun-16: 10.9% 6,068 households</p> <p>Mar-16: 8.1% 4,510 households</p>	Increasing	As at Jun-17 18.9% 10,484 households signed up for self service	↑	Green	<p>As at end of June 2017, approximately 19% of households had signed up for self-service (an increase of 1207 in the quarter). Self Service gives Council Tax and Business Rates, account holders, Benefit applicants and Landlords the ability to access certain information digitally instead of needing to telephone or come into SBC offices.</p> <p>Council Tax and Business Rates payers can set up a direct debit, inform the Council they are changing address, check the balance on their accounts, make payments on line , check recovery documents etc.</p> <p>Benefit applicants can access their claim, check their application and the stats of their application as well as reviewing documents sent by the benefits service, they can check the payments made to them and the next payment due. Landlords can check the monies paid to them, any overpayments they are responsible for and their next payment as well; both can provide information on changes due to take place.</p>

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