

Date of issue: 28<sup>th</sup> August, 2009

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Mann (Chair), Coad, Cryer, Davis, A S Dhaliwal, Pantelic and Walsh)(2 BILLD Vacancies).
<b>DATE AND TIME:</b>	THURSDAY, 3RD SEPTEMBER, 2009 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	KEVIN BARRETT (01753) 875014

### SUPPLEMENTARY PAPERS

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

Item 5 was not available for publication with the rest of the agenda.

### PART I

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
5.	Performance and Financial Reporting for 2009/10.	33 - 86	

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview & Scrutiny Committee

**DATE:** 3<sup>rd</sup> September 2009

**CONTACT OFFICER:** Roger Parkin, Strategic Director of Improvement &  
**(For all enquiries)** Development (01753) 875207  
Chris Savory, Interim Strategic Director of Resources  
(01753 875300)

**WARD(S):** All

**PART I**  
**FOR CONSIDERATION & COMMENT**

**PERFORMANCE AND FINANCIAL REPORTING FOR 2009/10**

**1 Purpose of Report**

This report highlights the Council's overall performance from delivery of service to financial management. This month the report focuses on performance management, debt recovery, treasury management, capital and the revenue monitoring position to July 2009.

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

The Committee is invited to comment on the following recommendations to Cabinet:

a) That the following aspects of the report be noted:

- i. Performance management
- ii. Performance reward grant
- iii. Debt recovery
- iv. Treasury management
- v. Financial performance - capital
- vi. Financial performance – revenue

b) That the banking contract with the Co-operative Bank plc is extended for a further period of two years with the option to terminate after the first year (Section 5.23).

c) To consider and recommend to the Council to approve the capital allowance amounts as laid out in section 5.41.

d) To consider and recommend to the Council to approve the above borrowing limits as laid out in section 5.45.

**3 Key Priorities – Taking Pride in Slough and Making a Difference to Communities**

The budget is the financial plan of the authority and as such underpins the delivery of the Council's key priorities through the financial year.

Performance and budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

#### **4 Other Implications**

(a) Financial

These are contained within the body of the report.

(b) Human Rights & Other Legal Implications

While there are no Human Rights Act implications arising directly from this report, the authority is required to set and maintain an adequate level of balances. The Council operates within a legislative framework in the recruitment, employment and management of its workforce. The provision of workforce information ensures that our performance in areas can be monitored at a strategic level across the organisation.

Housing and Council Tax Benefits administration is governed by detailed statutory requirements.

All counter fraud enquiries and operations are carried out in compliance with the Human Rights Act, the Regulation of Investigatory Powers Act, Police and Criminal Evidence Act, and the Criminal Procedures and Investigations Act. The procedures developed from this legislation have been validated by the Council's Legal section.

#### **5 Supporting Information**

##### **Performance Management**

##### **Council Wide Balanced Scorecard – Quarter One Report**

- 5.1 The Council-wide Balanced Scorecard has been produced giving performance information relating to the last financial year. The purpose of the report is to inform Members of the Council's overall performance in critical service areas. The latest version can be seen in Appendix A. It is intended to use this report to highlight areas of good performance (green indicators) and where performance may need improvement (red indicators) including the proposed corrective measures to address such issues. Of the 60 indicators in the score card, 21 have a RAG status of green, 2 amber, 4 red and the remaining 32 have either not yet had targets set or have not had Q1 performance returned.

##### **Areas of significant improvement where performance has exceeded target include:**

- 5.2 **NI 16 Serious acquisitive crime rate.** Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within the quarterly target of 9.47 per 1000. Thames Valley Police comment that Operation Breaker has contributed to the improvement by reducing house break-ins by 19.3% during this first quarter.
- 5.3 **NI 192 Household waste reused, recycled and composted.** The recycling scheme has been changed from a black box scheme to a red wheelie bin scheme which has increased the volume of materials that can be collected.

The scheme has also been expanded to include plastic bottles and the voluntary green waste collection now includes all people that wish to participate. An additional member of staff has been employed at the Chalvey Civic Amenity Site to divert waste to the appropriate recycling container. These actions have been accompanied by a high profile publicity campaign that has had a significant impact on both the level of participation and the volume of waste collected for recycling.

- 5.4 **NI 193 Municipal waste land filled.** The increased recycling rate has had a positive impact on land fill and performance for the first quarter is well within target and significantly lower than 08/09 outturn.
- 5.5 **NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time.** Remaining below the 15% target represents strong performance given the increase in child protection numbers. This indicates that protection plans are succeeding in reducing safeguarding concerns which prevent children from becoming the subject of a protection plan for a second or subsequent time.

**Areas that have red RAG status assigned are;**

- 5.6 **NI 8 Adult participation in sport.** Slough's 08/09 year end outturn of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum have developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.
- 5.7 **NI 20 – Assault with injury crime rate.** The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:
- carrying out a review of actions taken against repeat Domestic Attack offenders (particularly medium risk)
  - tasking of hotspots through Local Policing Area Briefing System and bids for resources through Tactical Tasking Co-ordinating Group. Plans are in place to set up high visibility increased patrols during weeks of high levels of assaults in focussed areas (“Lockdown operations”)
  - carrying out a review of victim engagement in relation to Domestic Assault
  - ensure use of injunctions through National Centre for Domestic Violence are maximised (by ensuring power of arrest attached and enforced where necessary)
  - £15K of funding available from GOSE to tackle Domestic Attack related violence (with alcohol link). Bid being put together to include support for non-English speaking victims and victims

with no recourse to public funds. The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:

- 5.8 **Local indicator: Average queue time for general enquiries (Call Centre - by phone)** The re-forecast target from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the voicemail option resulting in people holding on for longer rather than leaving a voicemail as anticipated. A trial of removing the option to wait (i.e. compelling customer to leave a message or disconnect) is awaiting final management decision.
- 5.9 **Local Indicator: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC.** Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of directorate statistics on a quarterly basis which in turn are reviewed at directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken.

### Service Planning

- 5.10 The Quality Assessment of service plans has now almost been completed and service plans will be posted on the Intranet in the updated performance management site once they have been signed off by senior managers. A new tracking system for service plans has been developed and will be implemented once the final plans have been signed off with the first performance reports planned for September 2009.

### Performance Reward Grant

- 5.11 The 2<sup>nd</sup> generation Local Public Services Agreements were concluded on 31<sup>st</sup> March 2008. Following sign off the final position relating to the 12 targets and 28 sub-targets is set out overleaf:

Status	Number
Achieved	17
Partial achievement	1
Not achieved	4
Not yet known	6
<b>Total</b>	<b>28</b>

- 5.12 As a result Slough Borough Council were awarded the sum of £2,592,170.76 in the form of a Performance Reward Grant (PRG), half of which is deemed Capital and half deemed Revenue.
- 5.13 The Capital element has to be spent on capital projects.
- 5.14 At the steering group meeting of Slough Focus on 22<sup>nd</sup> February 2007 it was agreed to allocate £360k of the Revenue element of the PRG to the funding of an LSP manager (including support costs) for 3 years. The balance would then be distributed to each target area.

5.15 The allocations have been distributed and each project lead has been asked to monitor the spend on their respective projects.

5.16 The table below shows the current year-end projection for each project. As can be seen from the table, all projects are looking to have spent their allocations by the end of this year with the exception of one who have planned expenditure in 2010/11.

PDG	PDG Lead	Project Title	Project Lead	Allocation £'000	Projected Yearend Position £'000	Variance £'000	Explanation of Variance
LSP Administration	Naveed Mohammed	LSP Administration	Naveed Mohammed	352.4	216.1	136.4	£96k in respect of 2008/09 / £120k in respect of 2009/10. The balance of £136k will be utilised in 2010/11.
Childrens Trust	Claire Pyper	Friday / Saturday Night Activities	Nicky Rayner	90.0	90.0	0.0	
		Work with young offenders not in education, employment or training	Shelley La Rose	25.0	25.0	0.0	
Climate Change	Denise Alder	Climate Change	Denise Alder	62.0	47.0	15.0	£5K spent so far in 2nd qtr. £15K to be spent on projects in 2010/11.
Community Cohesion	Rafiq Chohan	Community Cohesion Support Officer	Rafiq Chohan	45.0	45.0	0.0	
		Compact Participation Worker	Ramesh Kukar	45.0	45.0	0.0	
Health and Wellbeing	Jane Wood	Contingency Fund	Jane Wood	2.3	2.3	0.0	Funds currently being transferred to project lead (LSP Officer to update 4th Sept)
		Self-Directed Support	Tracey Morgan	85.0	85.0	0.0	ditto
		Health Activist at Home	Tracey Morgan	40.0	40.0	0.0	ditto
		Active Slough 2012	Rob Whitehouse	40.0	40.0	0.0	ditto
		Social Research and Marketing on Obesity and Fitness4Life	Nadia Barakat & Pip Colings	82.5	82.5	0.0	ditto
		Stop Smoking Service	Dawn Estabrook	10.0	10.0	0.0	ditto
		Nutritional and School Food Advisor	Ginny de Haan	50.0	50.0	0.0	ditto
Safer Slough	James Priestman	Mapping Officer	James Priestman	35.0	35.0	0.0	
		Various Projects	James Priestman	174.6	174.6	0.0	Projects identified
Skills, Employment and Enterprise	Rafiq Chohan	Support Officer for SEE PDG	Rafiq Chohan	45.0	45.0	0.0	
		Various Projects	Rafiq Chohan	112.3	112.3	0.0	
				1,296.1	1,144.8	151.4	

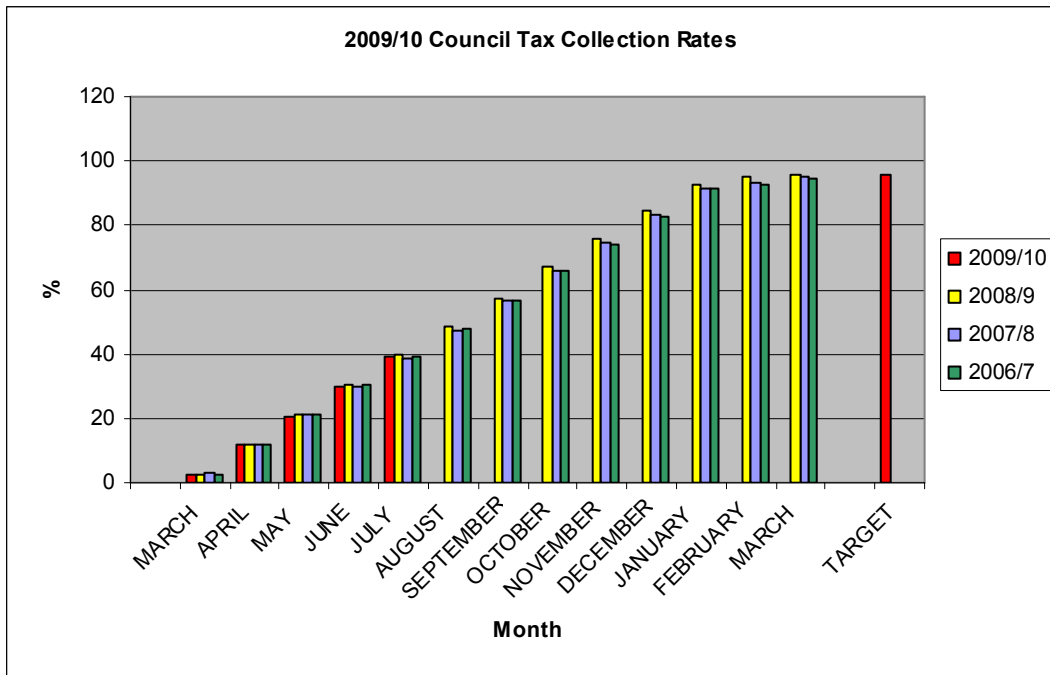
## Debt Recovery

5.17 As we work through 2009/10 this report will provide a regular update of the Council's overall debt position, focusing on Council Tax, NNDR (Business Rates) collection, and the Accounts Receivable System.

## Council Tax

5.18 Figure 1 overleaf shows collections as being very slightly reduced for this time of year, coming in at 39.2% by the end of July 2009 compared with previous year's rate of 39.6%. If this trend continues it will be difficult to achieve the same collection levels as in previous years. Work is ongoing to attempt to minimise the risk of this happening.

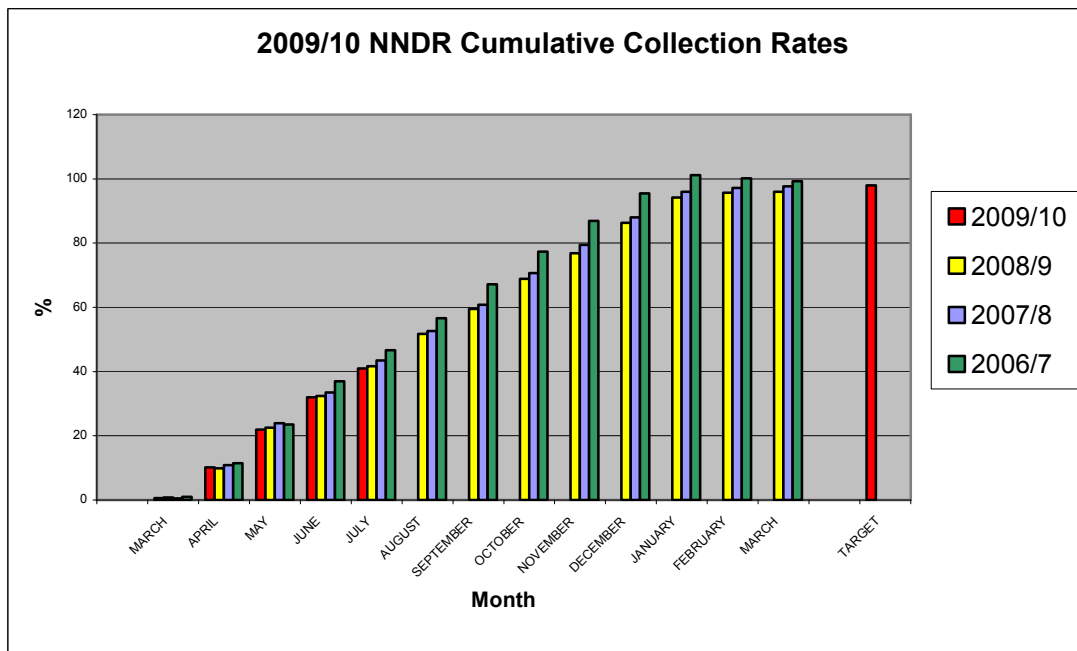
Figure 1



**NNDR**

5.19 Since the change in legislation for 2008/09 regarding the payment of full rates on empty premises NNDR collections have slowed down and continue to do so through the first half of 2009/10, as compared with the previous three years. This is shown in figure 2, overleaf. The net collectible debt currently stands at £90.5m (an increase of £3.1m from last year but an increase of £14.6m from 2007/08).

Figure 2



5.20 We are now attempting to collect higher amounts in an already difficult economic climate with more reminders being issued and more court cases being brought. This continues to place a significantly increased burden on the team.

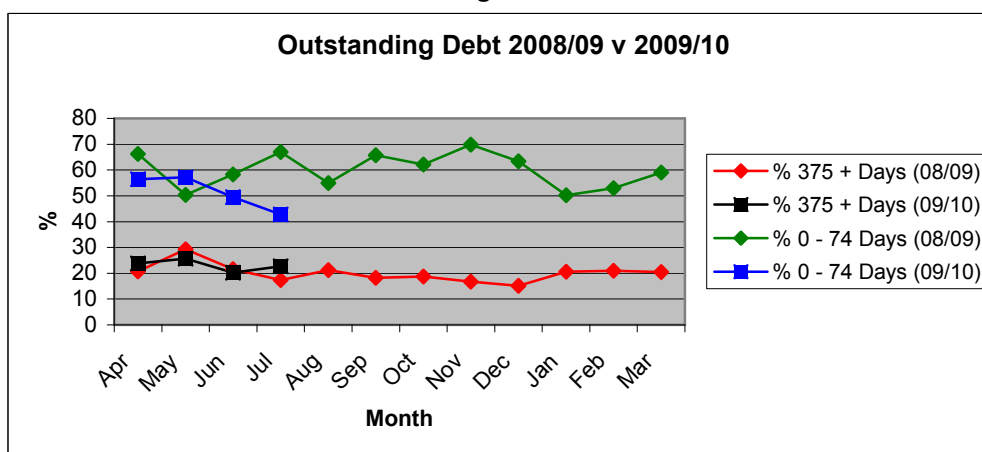


## Accounts Receivable System

5.21 The Council currently has outstanding debts of £4.7m at the end of July 2009.

5.22 As shown in figure 3, below, of this £4.7m, approximately 43% is less than 75 days overdue, a significantly lower position than that reported for the same period last year, and approximately 23% is older than 375 days, slightly higher than that reported last year. The higher level of work carried out to manage the level of current debts has meant that court work needed on older debts has not been possible. Also, with regard to the older debts, there are a number awaiting consideration for write-off. There are also a small proportion of older debts subject to property charges.

Figure 3



## Treasury Management

5.23 The Council's current banking contract with the Co-operative bank is due to expire on 31st March 2010. The annual value of the core contract services is around £22,000 per year. The current contract has been in place for 7 years. Normally a new tender exercise would be carried before renewing or awarding a new contract. However, as the Council is currently engaged in proposal to enter into a shared services programme, which may result in a different and limited banking facility contract, it is proposed to extend the current contract for a further period of 2 years with the option to terminate it after first 12 months. This should provide sufficient flexibility and time span to enable the Shared Services project to progress without long term commitment to a new banking contract.

5.24 The Council's deposit with Heritable Bank including accrued interest to the date of Administration amounts to £2.579M. As previously reported to the Cabinet on 16th June 2009 (Agenda item 3), the Administrators to the Heritable Bank issued six monthly report on 17th April in which they forecast a recovery of between 70 and 80 pence in the pound, the first 15% of which was due to be paid in July 2009. £415,850 has now been received which is 16.13% of the amount due. The April report also indicated future dividend payments were to be 30% in July 2010, 15% in 2011 and 10% in 2012 and 2013. The Administrator's latest progress report dated 13th August indicates that a dividend of 10% is likely to be declared before the end of the calendar year.

5.25 Despite the current economic climate with the base rate (and the money market deposit rate) at a historical low, it is currently forecast that the treasury

management investment income target of £2.3M for 2009-10 will be achieved, partly due to decision taken over 12 months ago to place part of the investment portfolio on deposit for longer than 1 year. This was done to mitigate forecast reduction in future interest rates, although not at a historically low level. This will be kept under review and if the investment income exceeds the budget target, this will reported to the Cabinet as appropriate.

- 5.26 The Cabinet on 16th June 2009 (Agenda item 3) also approved changes to the Treasury Management Policy. For Members information deposits outstanding as at 17th August 2009 compared to individual counter party limits are set out over leaf.

## DEPOSITS OUTSTANDING AS AT 17th August 2009

Approved Counter Party - June 2009	Sovereign Risk	Fitch LT ST	Moody's LT ST	Approved Limit	Deposit O/Stand	Last Maturity
<b>BANKS</b>						
<b>Santander Group</b>				<b>£25M</b>		
- Abbey	UK	AA- F1+	Aa3 P1	15,000,000	500,000	30/10/2009
- Alliance & Leicester	UK	AA- F1+	Aa3 P1	10,000,000		
<b>Lloyds Banking Group</b>				<b>£25M</b>		
- Bank of Scotland	UK	AA- F1+	Aa3 P1	12,500,000	9,449,000	CALL A/C
- Lloyds Bank	UK	AA- F1+	Aa3 P1	12,500,000	8,500,000	15/12/2009
Barclays Bank	UK	AA- F1+	Aa3 P1	25,000,000		
Clydesdale Bank	UK	AA- F1+	A1 P1	10,000,000	1,000,000	19/10/2009
Co-op Bank	UK	A- F2	A2 P1	10,000,000	5,000,000	30/09/2009
Heritable Bank				2,500,000	2,084,149	
HSBC	UK	AA F1+	Aa2 P1	10,000,000	0	
Northern Rock	UK	A- F1+	A2 P1	10,000,000	3,000,000	20/09/2010
Royal Bank of Scotland	UK	AA- F1+	Aa3 P1	25,000,000	4,000,000	22/10/2009
Svenska Handelsbanken	SWE - AAA	AA- F1+	Aa1 P1	10,000,000	0	
UK Debt Mangt Office					0	
<b>Sub Total - Banks</b>					<b>33,533,149</b>	
<b>Building Societies</b>						
<b>Nationwide Group</b>				<b>£25M</b>		
- Nationwide BS	UK	1		15,000,000	5,400,000	23/12/2009
- Derbyshire BS	UK			2,000,000	2,000,000	28/05/2010
- Dunfermline BS	UK			8,000,000	6,000,000	09/11/2010
Britannia BS	UK	2		10,000,000	2,000,000	28/08/2009
Coventry BS	UK	4		10,000,000	9,100,000	25/07/2011
Leeds BS	UK	8		10,000,000	3,200,000	20/11/2009
Norwich & Peterborough	UK	11		8,000,000	8,000,000	30/10/2009
<b>Sub Total - Approved Building Societies</b>					<b>35,700,000</b>	
<b>Counter Parties No Longer on the Approved Lists but Deposits Placed before June 2009</b>						
Yorkshire BS		3		0	3,900,000	19/11/2009
Chelsea Building Society		5		0	7,000,000	22/03/2011
Skipton Building Society		6		0	1,000,000	19/10/2009
West Bromwich BS		7		0	3,000,000	30/09/2009
Newcastle Building Soc		10		0	4,750,000	29/12/2009
Stroud & Swindon BS		13		0	5,000,000	18/02/2010
Nottingham Building Soc		14		0	2,000,000	18/02/2010
Progressive Building Soc		16		0	2,500,000	02/12/2009
Cumberland Building Soc		17		0	1,000,000	18/09/2009
Furness Building Society		19		0	3,000,000	07/10/2009
Saffron Building Society		25		0	1,300,000	05/10/2009
<b>Sub Total - Other Building Societies</b>					<b>34,450,000</b>	
<b>Total Deposits</b>					<b>103,683,149</b>	

In addition to above deposit limits, the Council may invest £10M in Gilts.  
Deposits in UK based foreign banks limited to 30% of total Deposits.

5.27 The Co-operative Bank Plc and the Britannia Building Society each had an approved limit of £10M. However, they have merged with effect from 1st August 2009 with the Co-operative Group being the senior partner. As is normally the case when mergers are announced, the rating agencies either place the counter parties on a rating watch or down grade until the merger is established and settled. Not surprisingly, Co-operative Bank's rating has been

down graded a notch from A to A-. It is proposed to reduce the overall limit for the merged group to £15M.

- 5.28 The credit ratings as measured by Fitch Ratings and Moody's Ratings are also summarised below:

RATINGS DEFINITIONS	Fitch		Moody's	
	Long Term	Short Term	Long Term	Short Term
Extremely Strong Grade	AAA	F1+	Aaa	P-1
Very Strong Grade	AA+/AA-	F1+	Aa1/Aa3	P-1
Strong Grade but susceptible to adverse conditions	A+/A-	F1+/F2	A1/A3	P-1/P-2
Adequate Grade	BBB+/-	F2/F3	Baa1/3	P-2/P-3
Speculative Grade to Vulnerable and Default	BB+ to D	B to D	NP(Not Prime)	BB+ to D

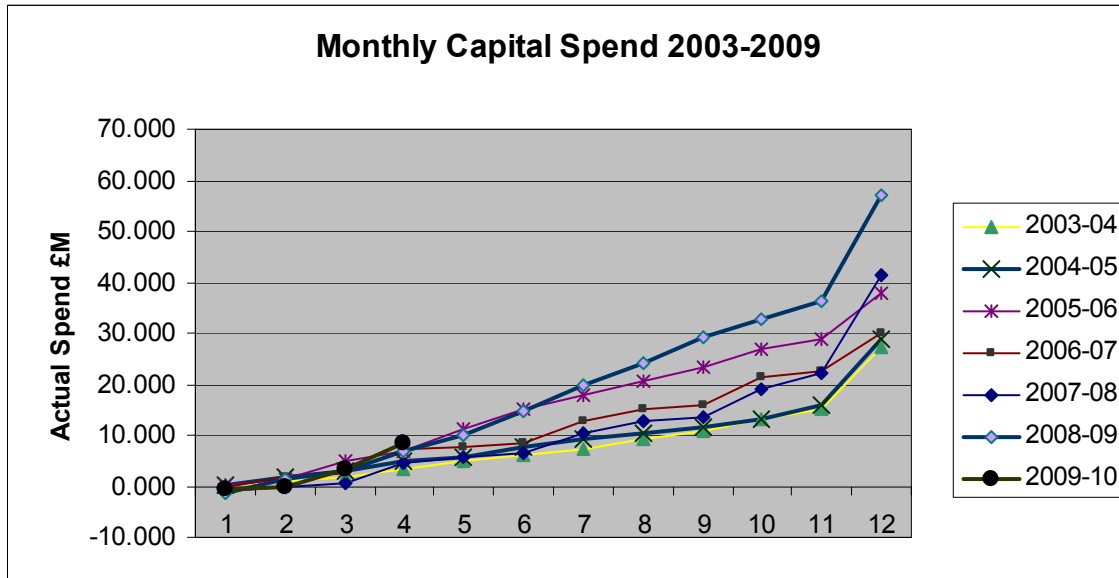
#### Capital Programme 2009/10 to 2013/14

- 5.29 As Members will be aware the Capital financing system is underpinned by the CIPFA Prudential Code and Indicators with the aim of ensuring that the capital investment programme is affordable, prudent and sustainable. The Prudential Code requires the full Council to set and where necessary, revise the prudential indicators on the recommendation of the Section 151 Officer.
- 5.30 The capital programme is reviewed and adjusted during the year to ensure it is delivered within affordable capital.

#### 2009-2010 Capital Programmes Monitoring to 31<sup>st</sup> July 2009

- 5.31 The actual capital spend to the end of July 2009 is summarised below with details on the "High value/Priority" schemes shown in Appendix B. These also show the profile of the budget and the level of capital budget committed to date. The definition of committed budget is "where the contract has been let and the value of either goods or services will be delivered by the 31<sup>st</sup> March 2010".

### Monthly Capital Spend 2003-2009



5.32 Prudential Indicators as at the end of July 2009 are set out in Appendix C.

5.33 The current level of committed budget for the General Fund Account is 30.4% and for the HRA is 70.4%. The actual spend to date is comparable for this period to the previous years as shown graphically below. Traditionally, expenditure takes place in the latter part of the financial year.

#### SUMMARY OF CAPITAL PROGRAMME 2009 /2010

Line	Summary	Provisional				% of Spend to July 09 Budget	2009/2010 Budget Committed to date	2009/2010 Budget Profile to Sept.	2009/2010 Budget Profile to Dec.	2009/2010 Budget Profile to March
		2009/2010 March 2009 Approved Budget	2009/2010 July 2009 Provisional Budget	2009/2010 Spend per Oracle to July 09	2009/2010 Variance to July 09 Budget					
	<b>EXPENDITURE</b>	£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
	<b>GENERAL FUND PROGRAMME</b>									
1	Community and Wellbeing	3,940	2,006	9	-1,997	0%	457	386	1,113	1,985
2	Education and Children's Services	8,182	12,843	2,612	-10,231	20%	7,857	4,387	6,459	11,407
3	Green and Built Environment	10,848	9,478	1,488	-7,990	16%	1,025	2,104	4,527	8,601
4	Green & Built Environment: Afford. Housing	2,637	2,462	164	-2,298	7%	1,269	87	298	1,269
5	Resources/Improve & Development/C. Executive	11,341	15,669	2,260	-13,409	14%	2,315	3,150	4,424	8,697
6		<b>36,948</b>	<b>42,458</b>	<b>6,533</b>	<b>-35,925</b>	<b>15%</b>	<b>12,923</b>	<b>10,114</b>	<b>16,821</b>	<b>31,959</b>
	<b>HOUSING REVENUE ACCOUNT</b>									
7	Housing Revenue Account	13,534	23,203	1,799	-21,404	8%	16,345	5,813	11,063	16,345
8		<b>13,534</b>	<b>23,203</b>	<b>1,799</b>	<b>-21,404</b>	<b>8%</b>	<b>16,345</b>	<b>5,813</b>	<b>11,063</b>	<b>16,345</b>
9	<b>TOTAL CAPITAL PROGRAMME</b>	<b>50,482</b>	<b>65,661</b>	<b>8,332</b>	<b>-57,329</b>	<b>13%</b>	<b>29,268</b>	<b>15,927</b>	<b>27,884</b>	<b>48,304</b>

	£'000	£'000	£'000
<b>SOURCE OF FINANCING</b>			
<b>GENERAL FUND PROGRAMME</b>			
10 Capital Grants & Contributions	3,351	10,173	1,204
11 Direct Revenue Funding	0	1,342	0
12 Prudential Borrowing	29,260	25,423	5,081
13 Capital Receipts	4,337	5,520	248
14	<b>36,948</b>	<b>42,458</b>	<b>6,533</b>
<b>HOUSING REVENUE ACCOUNT</b>			
15 Capital Grants	0	0	0
16 Contributions	0	96	0
17 Revenue / Major Repairs Allowance	4,795	4,842	1,799
18 Prudential Borrowing (Including ALMO)	8,539	15,539	0
19 Capital Receipts	200	2,726	0
20	<b>13,534</b>	<b>23,203</b>	<b>1,799</b>
21 <b>TOTAL FINANCING</b>	<b>50,482</b>	<b>65,661</b>	<b>8,332</b>

SOURCES OF FUNDING  
M = Mainline Resources: Prudential Borrowing, Capital Receipts, Revenue Contributions & Major Repairs Allowance  
G = Capital Grants and Contributions

### Revised Capital Programme 2009-2010 to 2013-2014

5.34 The Asset Management Group (AMG) has reviewed the 2008-09 capital programme outturn and considered business cases for those projects that require 2008-09 slippage to be carried forward into 2009-10. The revised 2009-10 to 2013-14 capital programme is set out in Appendix D.

5.35 As part of this review the currently assumed level of capital receipts have also been reviewed, particularly in light of the economic market conditions.

### Capital Allowance and the Pooling of Housing Capital Receipts

5.42 The capital allowance is used to abate the amount of non-RTB housing capital receipts that have to be paid over to the Secretary of State. The 2008-09 actual capital spend and the 2009-10 to 2013-14 capital programme contain the following amounts of provision for affordable housing and the Housing Investment Programme that can be added to determine the total amount that can be claimed against the capital allowance.

5.43 Cabinet is therefore requested to consider and recommend to the Council to approve the following amounts as capital allowance:

	2008/09 £M	2009/10 £M	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Capital Allowance						
Affordable Housing	0.913	2.462	1.235	1.940	0.210	0
Improvement to Stock (HIP)	19.596	23.203	6.623	10.869	5.104	5.090
<b>Total Capital Allowance</b>	<b>20.509</b>	<b>25.665</b>	<b>7.858</b>	<b>12.809</b>	<b>5.314</b>	<b>5.090</b>

### Prudential Indicators

5.44 The Prudential Indicators required by the Code are designed to support and record Council's decision making. The table in Appendix E sets out the actual Prudential Indicators for 2008-09 and estimate for future years in respect of affordability, prudence, capital expenditure, external debt and treasury management.

5.45 Prudential Indicators 24 and 28 recommend total authorised borrowing limits for external debt and the operational boundary for external debt as follows:

<b>External Debt</b>	2008/9 Actual	2009/10 Est.	2010/11 Est.	2011/12 Est.	2012/13 Est.	2013/14 Est.
	£M	£M	£M	£M	£M	£M
Authorised Limit	72.5	84.0	124.0	142.0	134.0	133.0
Operational Boundary	72.5	79.7	81.2	136.4	130.4	129.4

### Financial reporting

5.46 The Council's net revenue budget for 2009/10 is £102.6m. This excludes the schools' budget of £92m funded through the Dedicated Schools Grant.

## Projected Outturn Position at 31st July 2009

5.47 There is currently a projected overspend for 2009/10 of £1.1m giving an increase of £237k from that reported last month. This position coupled with the possible pressures arising from the emerging issues in paragraph 6 aligned to additional client activity across social care, possibly intensifying particularly with the forthcoming winter months must seriously question the likelihood of a balanced budget at the year end.

5.48 The position is summarised in Table 1, below, and detailed in Appendix F.

Table 1 - Projected as at 31st July 2009

Directorate	Current Budget	Projected Outturn	Variance Over/(Under) Spend	Change	Previously Reported
	B	C	D = C - B		CMT (29th July 2009)
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	33.326	34.027	0.701	0.420	0.281
Education and Childrens Services	25.116	25.076	(0.040)	(0.140)	0.100
Green and Built Environment	26.927	27.009	0.082	(0.035)	0.117
Central Directorates	22.923	22.955	0.032	(0.358)	0.390
Corporate	(0.085)	0.265	0.350	0.350	0.000
<b>Total Cost of Services</b>	<b>108.207</b>	<b>109.332</b>	<b>1.125</b>	<b>0.237</b>	<b>0.888</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>1.04%</b>	<b>0.22%</b>	<b>0.82%</b>
Treasury Management	3.544	3.544	0.000	0.000	0.000
Contingencies & earmarked reserves	(0.810)	(0.810)	0.000	0.000	0.000
Area Based grant *	(8.312)	(8.312)	0.000	0.000	0.000
<b>Total</b>	<b>102.629</b>	<b>103.754</b>	<b>1.125</b>	<b>0.237</b>	<b>0.888</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>1.10%</b>	<b>0.23%</b>	<b>0.87%</b>

\* Included in Directorate base budgets

## Month on Month Movement in Variances

5.49 Community and Wellbeing have reported an increase in their overspend of £420k from that reported last month to give a projected overspend of £701k. The worsening in the forecast is due to the Senior Management Team (SMT) reconsidering the likelihood of achieving previously assumed savings. Compensating areas to reduce spend and meet the shortfall are being looked at by SMT, these will be incorporated in future monitors when available.

- Residential & Nursing Care - Five savings initiatives with a combined total of £391k have been designated as high risk and have now been excluded from the monitor. As a result the net expenditure in this area has increased. The saving initiatives are:

- (a) Rigidly apply eligibility criteria £60k;
- (b) Review all care packages £125k;
- (c) Review Care Packages (transition) £105k;
- (d) Care Packages (non-transition) £50k and
- (e) Reduce care packages through fee negotiation £51k.

- Further pressures of about £222k, relating to the impact of growth from last winter have also been added. This was previously reported as an emerging pressure relating to Care UK and estimated at £400k. This has been offset by a contingency of £130k that was set aside to cover costs relating to the new Oak House block contract leaving a net pressure of £92k.
- Home Care - This budget pressure has reduced by a net of £116k. New savings totalling £190k has been identified and included. This has more than offset the pressure caused by excluding some high risk savings totalling £74k.
- Day Care - Two separate plans to reduce expenditure on Day Care services have now been rated at unlikely to happen and taken from the service budget forecast. The plans are:

- (a) Redesign Wexham Day Care Services £25k and
- (b) Reduce Langley Transport budget £20k.

In addition there has been a new pressure due to the contract to provide day care services with Age Concern for £7k.

5.50 Education and Childrens Services are currently reporting a reduction in their overspend of £140k to give a net projected underspend for the year of £40k. However, it should be noted that this favourable position takes into account the release of corporate funds and Migration funding to mitigate demographic pressures and alleviate social work case loads without which the position would be in the region of £0.5m overspent. Divisionally, the main variances are:

- Children & Families – Increases in client activity across Internal Fostering and Kinship care cost £157k (3 Clients). An increase in Family Group Conference activity costs £11k. These are partially offset by income of £63k arising from a placement extension of a Windsor & Maidenhead Child in Mallards children's home (full year income generation although one-off is £120k) and favourable change in Asylum support following the re-assessment of a child's age saving £11k. Costs expected for children in care and leaving care have not materialised to the level suggested, saving £80k;
- Inclusion – Increased home care and school holiday support to Children with Disabilities costs £22k, offset by savings of £10k from Health Improvement team from reduced requirement to procure and distribute promotional and educational media and materials;
- Raising Achievement – Income received in return for work undertaken for the Arts Council has been increased by £15k this financial year and is expected to be on-going for the foreseeable future. The revised plan for the provision of



Early Years extended schools activities shows an overall saving of £49k. This may only be one-off as future grant funding for this will reduce.

- Strategy, Information and Resources – The successful utilisation of devolved school grants in relation to supporting the Assessment Centre for primary aged school children has resulted in a one-off saving of £40k. The extension of the existing SLA with schools to include the recovery of the cost of the EMS license fee has generated a saving of £62k, work continues looking to make this a permanent saving.

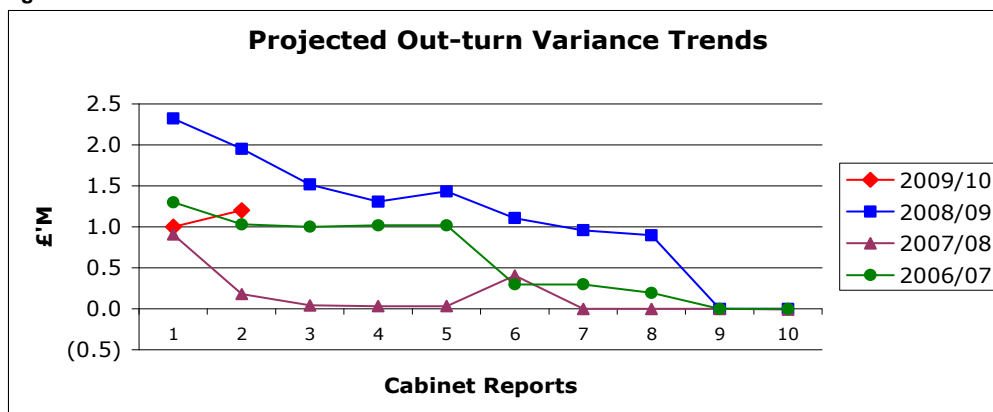
5.51 Green and Built Environment have reported a reduction in their overspend of £35k to give a projected overspend position of £82k. This has been due to a saving on concessionary fares against the prior year's provision of £25k (reported last month as an emerging issue) and the removal of a potential pressure on income from Citizenship Ceremonies of £10k.

5.52 The Central Directorates have reported a reduction in their position of £8k, to give a projected overspend of £382k. This has been due to projected savings from the management of vacancies. The central directorate look to 'hold' vacant posts as a basis of managing this overspend.

5.53 A Corporate pressure has emerged this month, being the assessment of the Business Process Re-engineering (BPR) savings relating to the Customer Service Centre now being unachievable (£350k).

5.54 Figure 1 overleaf illustrates the monthly projected outturn positions over the last 4 years. This shows, by comparison, the current projected position remaining the second highest outturn at this stage of the year.

Figure 1



### Emerging Issues / Risks

5.55 Although the headline position is showing a projected overspend of £1.1m, it is important to note there are emerging issues which may result in a positive or negative impact on the variance. These risks should not be underestimated and at this stage of the year should be seen as a significant factor in the council looking to achieve a year end break-even position

#### 5.56 Community and Wellbeing:

- New potential saving – It is likely there will be a new saving in relation to a Mental Health residential client, the value of which could be as much as £100k. The details of this will become clearer over coming weeks.

#### 5.57 Education and Childrens Services:

- As previously reported a client placed into a residential setting last month at an estimated £90k for the current year had absconded. His whereabouts is still unknown and due to the time that has elapsed a saving of £8k will now be realised. However Officers still anticipate that their whereabouts will be determined and they will be re-placed with an expected total cost of £82k this year. A further update will be confirmed next month;
- Difficulty in recruiting to the Child and Adolescent Mental Health (CAMHS) worker posts have resulted in an extended vacancy period giving potential savings of £90k (currently undeclared) within the Behaviour and Attendance service. These will be partially filled by agency cover but no firm plans have yet been received to confirm the likely outcome in respect of this budget.

#### 5.58 Green and Built Environment:

- The red bin recycling scheme has had an impact on landfill waste costs. This may result in savings which could help to partially offset any pressures in the service area;
- Higher levels of activity in the Housing Needs area as a result of the economic recession are evident, although any financial impact is still unclear at this stage this may result in an adverse impact on revenue;
- An issue from 2007/08 surrounding VAT liabilities on Home Improvement Agency fee income has yet to yield a demand for payment from HMRC. Should this not come to fruition, a saving of £34K may be achieved.

### **Management Action**

5.59 The position as at the end of July 2009 leaves an overall pressure for the Authority of £1.1m which needs to be contained by the year end.

5.60 Directorate action plans were presented in detail to CMT on 20th May 2009 and a summary budget report on 19<sup>th</sup> August 2009 and these form the basis and backdrop to achieving a breakeven position.

### **Virements**

5.61 In accordance with the Financial Procedural rules, virements require the approval of officers and Members.

5.62 There have been no virements requiring Member approval since the last report (dated 2<sup>nd</sup> July 2009).

**6**     **Conclusion**

The joint Performance Management report will continue to be developed during 2009/10 in line with Member requirements.

**7**     **Appendices Attached**

- A**     Balanced Scorecard Qtr 1 09/10
- B**     Capital Programme Monitoring 09/10
- C**     Prudential Indicators – July 2009
- D**     Revised Capital Programme – 09/10 to 13/14
- E**     Prudential Indicators – 08/09 to 13/14
- F**     Schedule of Directorate Variances to Budget 09/10

**8**     **Background Papers**

Finance - Detailed working papers are held in Corporate Finance and the relevant departments.

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# FIRST QUARTER COUNCIL WIDE BALANCED SCORECARD SUMMARY: August 2009

The Balanced Scorecard concept gives a rounded view of the Council's performance as it focuses on **five perspectives** to achieve our strategic priorities :-

- Performance and Risk - How effective are our systems and processes?
- Financial Perspective - How well do we manage our finances?
- Citizens Perspective - How well are we meeting our customers' needs and expectations?
- Partnership Perspective - How well are we working with our partners?
- People(staff) Perspective - How well are we managing our workforce?

There should be a reasonable balance of performance indicators across these five perspectives. An initial attempt has been made to identify the appropriate Balanced Scorecard headings for these indicators. Further discussion is required to confirm that the correct headings have been used and that an appropriate range of indicators has been selected.

Balance of Perspectives	No. of PI's
Performance and Risk	5
Financial Perspective	10
Citizens Perspective	40
Partnership Perspective	0
People Perspective	5
<b>Total</b>	<b>60</b>

## Our Priorities:

In addition it is key that these indicators link to Slough's five priorities: A place to live, work and play(Environment), Prosperity for all(Economy and skills), Being safe: feeling safe(Safer communities), Adding years to life and life to years(Health and Well Being) and Cohesive Communities.

## SUMMARY STATUS REPORT

Below is summary of the status of the indicators by Service Area. It represents a progress report on the first quarter of the financial year 09/10 unless otherwise stated. It has not been possible to collect data for all of the indicators at this stage, please refer to the commentary boxes for further information.

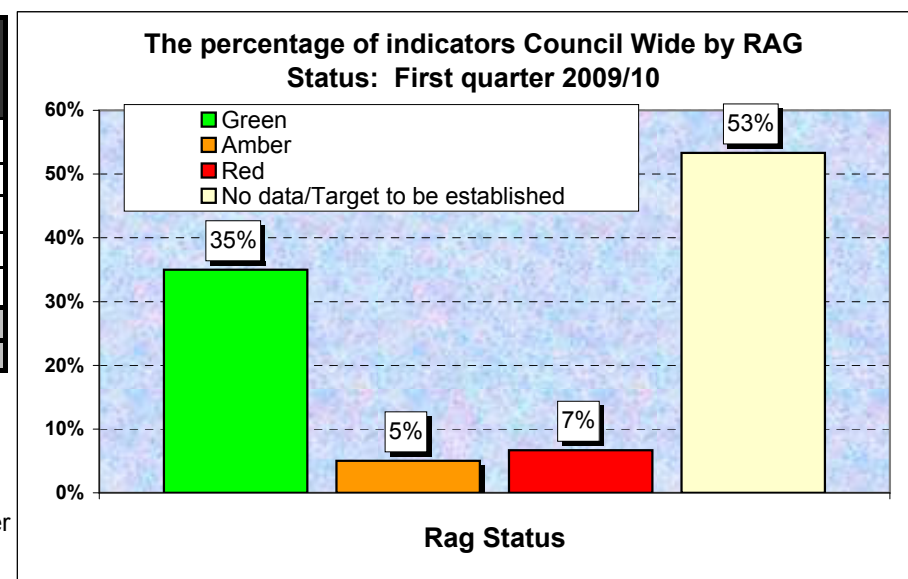
### Directorate Wide

### Rag Status

Directorate	Green	Amber	Red	No data/Target to be established	Total
Community and Well Being	2	0	1	10	13
Green and Built*	6	0	1	3	10
Education and Children's Services	4	2	0	3	9
Resources	7	1	1	14	23
Human Resources plus Equalities	2	0	1	2	5
<b>Total</b>	<b>21</b>	<b>3</b>	<b>4</b>	<b>32</b>	<b>60</b>
<b>Total %</b>	<b>35%</b>	<b>5%</b>	<b>7%</b>	<b>53%</b>	<b>100%</b>

\*2 indicators NI 49 and NI 157 have three parts, one of which is red but have overall classification as Green

The chart shows the percentages of total indicators Council wide for each RAG status as at the end of the first quarter for this financial year 09/10. Currently a RAG status could only be assigned to 28 out of the 60 indicators. The proportion of indicators categorised as Green is 35% whilst those classified as red represent 7% of the total indicators and those classified as amber 5%. The number of indicators where the RAG status could not be given due to data not yet available or where targets have not been set is currently 32 (53%).



## EXCEPTIONS SUMMARY

AREAS OF SIGNIFICANT IMPROVEMENT	Page
NI 16 Serious acquisitive crime rate	5
NI 192 Household waste reused, recycled and composted	8
NI 193 Municipal waste land filled	8
NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	9

### NI 16 Serious acquisitive crime rate (GOOD TO BE LOW)

Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within quarterly target of 9.47 per 1000. Thames Valley Police comment that Operation Breaker has contributed to the improvement by reducing house break-ins by 19.3% during this first quarter.

### NI 192 Household waste reused, recycled and composted (GOOD TO BE HIGH)

The recycling scheme has been changed from a black box scheme to red wheelie bins which has increased the volume of materials that can be collected. The scheme has also been expanded to include plastic bottles and the voluntary green waste collection now includes all people that wish to participate. An additional member of staff has been employed at the Chalvey Civic Amenity Site to divert waste to the appropriate recycling container. These actions have been accompanied by a high profile publicity campaign that has had a significant impact on both the level of participation and the volume of waste collected for recycling.

### NI 193 Municipal waste land filled (GOOD TO BE LOW)

The increased recycling rate has had a positive impact on land fill and performance for the first quarter is well within target and significantly lower than 08/09 outturn

### NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time (GOOD TO BE LOW)

Remaining below the 15% target represents strong performance given the increase in child protection numbers. This indicates that protection plans are succeeding in reducing safeguarding concerns which prevent children from becoming the subject of a protection plan for a second or subsequent time.

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## EXCEPTIONS SUMMARY CONTINUED

INDICATORS WITH RED RAG STATUS	Page
NI 8 Adult participation in sport	1
NI 20 Assault with injury crime rate	5
Local: Average queue time for general enquiries (Call Centre - by phone)	13
Local: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC	15

### NI 8 Adult participation in sport(GOOD TO BE HIGH)

Slough's 08/09 year end turnout of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum has developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.

### NI 20 – Assault with injury crime rate(GOOD TO BE LOW)

The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:

- Carrying out a review of actions taken against repeat Domestic Attack offenders (particularly medium risk )
- Tasking of hotspots through Local Policing Area Briefing System and bids for resources through Tactical Tasking Co-ordinating Group. Plans are in place to set up high visibility increased patrols during weeks of high levels of assaults in focussed areas (“Lockdown operations”)
- Carrying out a review of victim engagement in relation to Domestic Assault
- Ensure use of injunctions through National Centre for Domestic Violence are maximised (by ensuring power of arrest attached and enforced where necessary)
- £15K of funding available from GOSE to tackle Domestic Attack related violence (with alcohol link). Bid being put together to include support for non English speaking victims and victims with no recourse to public funds.

### Local: Average queue time for general enquiries (Call Centre - by phone)

The re-forecast target from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the voicemail option resulting in people holding on for longer rather than leaving a voicemail as anticipated. A trial of removing the option to wait (ie compelling customer to leave a message or disconnect) is planned and awaiting final management decision.

### Local Indicator: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC

Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of Directorate statistics on a quarterly basis which in turn are reviewed at Directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken.

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. Where not available PWC rankings used	Latest Comparator Group Position (Lowest figure relates to best performance)	Comments and corrective action if red Status
<b>COMMUNITY AND WELLBEING</b>													
Environment: A place to live, work and play	Citizen experience	NI 9	<b>Use of Public Libraries.</b> The percentage of the adult population in a local area who say they have used a public library service at least once in the last 12 months.(Based on Active People Survey)	52.1%	52.1%	Data will be available in early 2010	-	-	-	n/a	Top quartile for period April 08 - Mar 09	-	GOOD TO BE HIGH: This is based on the Active People Survey. Data only available annually
		Local	<b>Proxy Indicator for NI 9: Use of Public Libraries.</b> The number of physical visits per 1000 population.	5124 visits per thousand population Target met	5040 visits per thousand population	5468.2 visits per thousand population	-	-	-	GREEN	Public Library Standard is min of 6300 visits per 1000	-	GOOD TO BE HIGH: First quarter data shows that target has been exceeded
Environment: A place to live, work and play <b>LAA Target</b>	Citizen experience	NI 8	<b>Adult participation(16+) in sport.</b> Participation in moderate intensity(includes some light intensity for 65+)sport/recreation for 30 minutes three or more days a week	15.96 (April 08-09) revised from 18.9% (Oct 07-08) Lowest quartile	22.4%	-	-	-	-	RED	lowest quartile for period April 08 - Mar 09	-	GOOD TO BE HIGH: Slough's 08/09 year end outturn of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum has developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.



## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
			<b>Proxy Indicator for NI 8:</b> The number of adult attendances at all local Leisure Centres combined with participation in all sports development activities from SBC and Slough Community Leisure.	908,378 visits	tbc	904,883 visits	-	-	-	N/A	N/A	-	GOOD TO BE HIGH: This represents a proxy indicator for NI 8 and captures the number of attendances/visits at all local Leisure Centres together with some outreach activities. Please note that performance represents a rolling year; there has been a downward trend from September 08 onwards in line with the downturn in the economy.
<b>Environment:</b> A place to live, work and play	Citizen experience	NI 11	<b>Engagements in the arts.</b> The percentage of the population(16+) that has engaged at least 3 times in the past 12 months	37.4% lowest quartile	38.4%	Data will be available in early 2010	-	-	-	n/a	RED	-	GOOD TO BE HIGH: This is based on the Active People Survey. Data only available annually
<b>Economy and Skills:</b> Prosperity for all LAA Target	Citizen experience	NI 13	<b>Migrants English language skills and knowledge .</b> The % of non -English speaking third country nationals <b>applying</b> for ESOL Courses who successfully complete the courses	75.3%(07/08)	81.3%	-	-	-	-	available OCT 09	-	-	GOOD TO BE HIGH: Annual reporting available only. Slough is one of the national pathfinders for the new strategy relating to "a new approach to English for speakers of other languages" produced in 2009 by DIUS. Slough is prioritising need to inform funders who in turn will inform providers of targets. Furthermore the Council has been successful in gaining a grant from the UK Border Agency through the European Integration Fund to deliver "Migration Works" that includes the delivery of language programmes to those migrants who currently fall outside LSC eligibility. Further work is required to establish demand and develop robust indicators to measure take up by the most disadvantaged groups

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 130 (a)	<b>Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)</b> during the year plus carers on direct payments	5.34% (new definition as from 09/10)	375.1 per 100,000	286.2 per 100,000 population	-	-	-	-	Top quartile for the Period April 08 to Mar 09	Top Quartile of IPF Comparator Group for the Period April 08 to Mar 09	GOOD TO BE HIGH: Performance is on target for Q1
		NI 130 (b)		358 users/carers accumulative	450 service users	244 service users	-	-	-				
<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 135	<b>Carers receiving needs assessment or review and a specific carer's service or advice and information</b> as a proportion of clients receiving community based services.	27.4% 774 Carers received a service Divided by 2823 users	25.0%	Data available in September	-	-	-	N/A	Top quartile for the Period April 08 to Mar 09	Second quartile of IPF comparator group April 08 to March 09	GOOD TO BE HIGH: reports will be available as from September.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 141	<b>Number of vulnerable people achieving independent living-</b> Supporting People clients moved on from supported accommodation to independent living in a planned way as a proportion of total clients moved on.	56.97% accumulative Target missed by 3%	tbc	n/a	-	-	-	N/A	-	Unofficial ADASS benchmarking ranks Slough 29th out of 31 authorities; worst performing authority of the 3 Berkshire authorities for the period 08-09.	GOOD TO BE HIGH: Due to CLG reporting cycles, the first quarter data will be available August/September 09. Performance is likely to fluctuate due to the nature of the vulnerable service users in short term accommodation e.g. hostel accommodation. Engaging, retaining and ensuring a positive outcome is challenging with users with multiple issues which include substance misuse, young people leaving care, pregnant teenagers, those in women's refuge etc. Whilst some services are particularly good, there are some which bring down the overall average figure. This provision is a shared responsibility with the SBC Supporting People Service. More rigorous monitoring of poor performing providers will take place together with robust benchmarking once annual outturn figures are released.

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## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 142	Of those receiving Supporting People services the <b>"number of vulnerable people who are supported to maintain independent living"</b>	98.32% accumulative Target not met	tbc	0.00%	-	-	-	N/A	0.00	Unofficial ADASS benchmarking ranks Slough 11th out of 31 authorities; best performing authority of 3 Berkshire authorities for the period 08-09.	GOOD TO BE HIGH: Due to CLG reporting cycles, the first quarter data will be available August/September 09.
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 146	<b>Adults with learning disabilities in employment</b>	8.8% 15/340 clients	9.0%	Awaiting data	-	-	-	N/A	Second quartile for the period April 2008-09	Second Quartile of IPF Comparator Group for the period April 2008-09	GOOD TO BE HIGH: New indicator this year
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	local	<b>Percentage of learners enrolled declaring a disability</b>	9%	tbc	available in September				N/A			Data for the first quarter available in September
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	local	<b>Numbers of learners gaining a qualification</b>	129	tbc	available in September				N/A			Data for the first quarter available in September

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>GREEN AND BUILT</b>													
<b>Safer Communities:</b> Being Safe, feeling safe <b>LAA target</b>	Citizen experience	NI 16	<b>Serious acquisitive crime rate</b>	41.86 per 1000 4998 crimes	37.33 per 1000 6.4% reduction	7.31 per 1000 for the first qtr: 878 crimes. End of year projection is 29.24	-	-	-	GREEN: ON TARGET	RED	In 08/09 ranked 15th lowest out of 15 in the Most Similar Group(MSG)	GOOD TO BE LOW: Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within quarterly target of 9.47 per 1000. TVP comment that Operation Breaker reduced house break ins by 19.3% during this first quarter.
<b>Safer Communities:</b> Being Safe, feeling safe	Citizen Experience <b>LAA Target</b>	NI 20	<b>Assault with injury crime rate</b>	1130 offences 11.13 crimes per 1000	Baseline minus 3%	371 offences 3.09 crimes per 1000 pop. End of year projection is 12.36 per 1000	-	-	-	RED	RED	In 08/09 ranked 14th lowest performing out of 15 in Iquanta Most Similar Group(MSG)	GOOD TO BE LOW : The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity in violence in Slough is reducing. Targets are set for 09/10 onwards.
<b>Safer Communities:</b> Being Safe, feeling safe	Citizen experience	NI 40	Difference in the number of Drug users in effective treatment between years.	75%	Less than 5% of all sentences	-	-	-	-	N/A	-	-	GOOD TO BE HIGH: For Quarter one this year there have been 90 new treatment journeys, it is too early to calculate the % in effective treatment as we need 12 completed weeks per client. The DAAT have under taken several audits to improve data quality and have made structural changes to motivate/make easier for clients to access treatment.

**COUNCIL WIDE BALANCED SCORECARD August 2009**

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Safer Communities:</b> Being Safe, feeling safe <b>LAA target</b>	Citizen experience	NI 49	Number of primary fires and related fatalities and non-fatal										GOOD TO BE LOW: On track to reach target For Primary fire incidences and fatalities arising. However poor performance is evident in the first quarter for the number of non fatal casualties arising.
		NI 49 (1)	(1.) Total number of primary fires per 100,000 population;	254.7 fires per year (3 year total:764.2	238.5 fires (including 78.38 dwelling fires) per 100,000 per year	74 fires 6.16 per 100,000 End of year projection is 24.64 per 100,000	-	-	-	GREEN: ON TARGET	-	Ranked 6th (lowest) out of 6 in Berkshire 08/09	
		NI 49 (2)	(2.) Total number of fatalities due to primary fires per 100,000 population	1	1	0 fatal casualties	-	-	-	GREEN: ON TARGET			
		NI 49 (3)	(3.) Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population.	25.1 casualties per year (3 year total:75.31) per 100,000	22.94 casualties per 100,000	1.08 casualties per 100,000, 13 actual casualties	-	-	-	RED			

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Environment: A</b> place to live, work and play <b>LAA Target</b>	Citizen experience	NI 155	Number of affordable homes delivered (gross)	0(Gose have confirmed baseline as 0)	204 dwellings	66	-	-	-	GREEN: ON TARGET	-	Ranked 6th out of 16 IPF comparator group for latest period (01/04/2007 - 31/03/2008)- Upper quartile	HIGH IS GOOD: Target exceeded.
<b>Environment: A</b> place to live, work and play	Citizen experience	NI 157	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types: Major Planning - % decided within 13 weeks, Minor Planning - % decided within 8 weeks, Other Planning - % decided within 8 weeks	Major 70%	tbc	Major 100%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: Achieved targets for major and other planning applications, missed target for "minor" applications. Processes have been reviewed so that discussions are now held prior to the application being made resulting in fewer delays and the application being processed in a more timely manner . This indicator is now being monitored closely to ensure that improvements in performance are sustained. Please bear in mind that the current National Government Targets are as follows: Major (80%), Minor(80%), Other (80%) so SBC targets exceed these.
				Minor 89%		Minor 83%				Minor 83%			
				Other 90%		Other 91%				Other 91%			
<b>Environment: A</b> place to live, work and play <b>LAA Target</b>	Citizen experience	NI 175	Access to services and facilities by public transport, walking and cycling (SBC - to LHR) LAA : a) Proportion of the population within a 45 minute journey to Heathrow door to door via public transport . b) Bus passenger journeys to Heathrow from Slough	a)77% b)2,687,624	a) 65%	n/a	-	-	-	N/A	-	-	HIGH IS GOOD: Data available August/September

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Environment: A</b> place to live, work and play <b>LAA target</b>	Citizen experience	NI 177	Local bus passenger journeys originating in the authority area (Data from local bus companies is dependent on bus drivers recording accurate passenger	4,326,200 trips 2006/07	4,614,133 trips	n/a	-	-	-	N/A	-	-	HIGH IS GOOD: Data available in August/September
<b>Environment: A</b> place to live, work and play <b>LAA Target</b>	Citizen experience	NI 192	Household waste reused, recycled and composted	22% 2006/07	28.0%	32.0%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: The provision of new recycling bins has resulted in increases in waste recycled.
<b>Environment: A</b> place to live, work and play	Citizen experience	NI 193	Municipal waste land filled	76.28% projected	74.0%	69.0%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE LOW. Exceeding target

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>EDUCATION AND CHILDREN'S SERVICES</b>													
<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 45	Young offenders engagement in suitable education, employment or training MoJ DSO	Overall 2008/09 76.11% (86/113)	77.0%	61.9% 26 out of 42	-	-	-	AMBER	-	-	GOOD TO BE HIGH. Although there is a significant gap between quarter one performance and target, this level of performance is higher compared to the performance (59.76%) for the same period in 08/09. This indicator has strong seasonal fluctuations (e.g. tying in with end of school year, or start / end of autumn term with college courses). As such, quarterly updates may well mislead with regard to the official annual outturn.
<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 59 Local	Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO	73.10%	80.0%	72.7%	-	-	-	AMBER	(07/08) Second Quartile	07/08 data 5th of 11 of its SN Group	GOOD TO BE HIGH: Performance plan established to ensure that end of year result will exceed target. The situation will be monitored monthly.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 62	Stability of placements of looked after children: number of moves DCSF DSO	8.80%	<16%	11.7% 16 out of 137	-	-	-	GREEN: ON TARGET	07/08 data Top Quartile	07/08 data Best in 11 SN Group	GOOD TO BE LOW: Some placement change is inevitable, and beneficial, in meeting individual children's particular needs and best interests. However, we would begin to voice concerns if this figure were to exceed the target value. It is theoretically possible to exceed the target threshold yet still evidence best practice performance, since the individual needs of children and young people are what really matter here. Results remains in nationally recognised "best practice" zone.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO	12.50%	<15%	11.2% 19 out of 170	-	-	-	GREEN: ON TARGET	Upper quartile 07/08	1st out of 11 in its SN group 07/08	GOOD TO BE LOW: On track



**COUNCIL WIDE BALANCED SCORECARD August 2009**

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 102 (a)	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at a) Key Stages 2 and b)4 PSA 11	KS2 baseline - 24%	KS2 - 1.5% decrease - 21%	-	-	-	-	N/A	Lowest Quartile 2008	11th out of its 11 SN Group 2008	GOOD TO BE LOW: Performance for summer 2009 results not yet available. To raise the achievement level the Raising Achievement team provide targeted support and guidance to schools that are below DCSF floor targets. Schools to provide booster classes and breakfast club / after school provision to assist particularly vulnerable groups. Additional targeted support for children with behavioural, SEN needs, looked after children and their carers.
		NI 102 (b)		KS4 baseline - 37%	KS4 - 2% reduction - 33%	-	-	-	lower quartile (Part B)				
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 103	Special Educational Needs a) Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the financial year. (b) Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the financial year.	(a) 100% (b) 80% (2007/08)	(a) 100% (b) 90%	a) 100% (53) B) 100% (67)	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: On track

**COUNCIL WIDE BALANCED SCORECARD August 2009**

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
<b>Environment:</b> A place to live, work and play <b>LAA target</b>	Citizen experience	NI 110	Young people's participation in positive activities PSA 14	73.7% 2008/09	78.7%	Based on annual survey	-	-	-	N/A	Top quartile 08/09	2nd of 11 in its SN group 08/09	GOOD TO BE HIGH: (Based on annual TellUsSurvey)
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 114	Rate of permanent exclusions from school DCSF DSO	0.00%	To be set in light of comparator performance data.	0.0%	-	-	-	GREEN	-	-	Data collection is via termly census (two terms in arrears)
<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 117	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	5.3% Feb 08	4.4%	-	-	-	-	N/A	-	Ranked 1st out of 16 IPF comparator group for latest period (01/01/2008 - 31/12/2008)	GOOD TO BE LOW:Awaiting data for first quarter. There are a number of support programmes in place to address these needs including increasing the network of contacts in the Vol/Business sector to increase opportunities for employment and work experience, consolidate the delivery of the After Care Service for newly employed young people and their employers, fund additional support (Student Liaison Worker) for the new EBC course, Advance to Go, delivery Enhanced Employability Skills group work, negotiate Partnership Agreements with all Schools/Colleges in order to meet the individual needs of each of the Educational establishments, Connexions Special Needs Personal Adviser (PA) to attend Transition reviews and complete 100% of Section 140s and Young Parent PA to encourage increased take up of Care to Learn (in process of joint funding with SBC, new role of Young Parent Co-ordinator).

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
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### RESOURCES

All	Financial performance	Local	% of capital schemes being delivered within the budget	87%	100%	79% provisionally	-	-	-	AMBER	n/a	n/a	GOOD TO BE HIGH: The figures are based on the approved budget March 09. Therefore will not include any underspends that have been approved by AMG but yet to be approved by cabinet. Hence the figure will improve once approved.
All	Financial performance	NI 179	Value for money - total net value of on-going cash releasing value for money gains that have impacted since the start of the 08/09 financial year		-		-	-	-				
All	Financial performance	Local	% of revenue over/under spent by Department	-0.24%	0%		-	-	-	N/A			Awaiting data
All	Financial performance	Local	% of revenue over/under spent in total	0.00%	0%		-	-	-	N/A			Awaiting data
All	Financial performance	Local	% of funding raised from external services	not available	tbc		-	-	-	N/A			Definition requires further clarification
All	Financial performance	Local	% of savings in budget strategy being delivered	not available	100%		-	-	-	N/A			Process being developed
All	Financial performance	Local	% Rate of return on treasury investments	5.81%	tbc		-	-	-	N/A			Process being developed
All	Financial performance	Local	% of Council Tax collected within the year	94.7% (Feb 09)	95.30%		-	-	-	N/A			This indicator is cumulative and, therefore, will increase as the year progresses.

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. Where not available PWC rankings used	Latest Comparator Group Position (Lowest figure relates to best performance)	Comments and corrective action if red Status
All	Financial performance	Local	% of undisputed invoices paid within 30 days	not available	90%	-	-	-	-	N/A	n/a	n/a	
All	Citizens experience	Local	Average queue time at My Council	<b>Yr 50mins</b>	30mins	28 mins	-	-	-	GREEN	n/a	n/a	Target time of 30 minutes waiting time has improved to 28 minutes average waiting time.
All	Citizens experience	Local	Issues resolved Live at My Council	88%	80%	88%	-	-	-	GREEN	n/a	n/a	GOOD TO BE HIGH: Exceeding target
All	Citizens experience	Local	Average queue time for general enquiries (Call Centre - by phone)	<b>Yr 2.48</b>	1.5mins	4.5 mins	-	-	-	RED	n/a	n/a	The reforecast from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the impact of voicemail option not persuading customers to leave a message rather than holding. A trial of removing the option to wait (ie forcing customer to leave a message or disconnect) is planned and awaiting final management approval.
All	Citizens experience	Local	Average queue time for Council Tax enquiries (Call Centre - by phone)	<b>Yr 5.27%</b>	7mins	6.7 mins	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Exceeding target
All	Citizens experience	Local	Average queue time for Benefits enquiries (Call Centre - by phone)	<b>Yr 5.43</b>	7mins	7 mins	-	-	-	GREEN	n/a	n/a	Target has been met, although there is no improvement from the previous quarter
All	Citizens experience	Local	Average queue time for Social Care enquiries (Call Centre - by phone)	<b>Yr 30 secs</b>	45secs	28 secs	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Exceeding target
All	Citizens experience	Local	Issues resolved Live by phone	<b>Yr 82%</b>	75%	78%	-	-	-	GREEN	n/a	n/a	GOOD TO BE HIGH: Exceeding target
All	Citizens experience or Financial performance	Local	% of Housing Benefit claims determined within 14 days of all necessary information being received	not available	98%	-	-	-	-	N/A	n/a	n/a	IT problems have delayed reporting.
All	Citizens experience	Local	% of complaints responded to within 10 working days	90.60%	90%	90%	-	-	-	GREEN	n/a	n/a	This represents the number of complaints received council wide of departments who have logged and completed Stage 1 complaints on the councils Respond system excluding People 1st and Social care who have their own monitoring figures.

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
All	Performance and risk	Local	% of Annual Governance Statement action plan implemented	not available	tbc	See comment	-	-	-	N/A	n/a	n/a	The AGS should be produced by the Head of Governance or Central Finance. In 07/08 the Audit section produced the AGS. In 08/09 the Head of Governance was charged with producing the AGS although the Audit section had a significant input in pushing this to finalisation. In 09/10 the production of the AGS needs to be clearly defined.
All	Performance and risk	Local	% of legionella/asbestos checks in place	not available	tbc	-	-	-	-	N/A	n/a	n/a	Process being put in place.
All	Performance and risk	Local	% of business continuity plans in place	5 accumulative	5	See comment	-	-	-	N/A	n/a	n/a	Methodology for reporting this indicator is under review following the increase in Business Continuity Plans from 25 to 45 following the swine flu outbreak.
All	Performance and risk	Local	Number of reservations raised by external auditors in Data Quality Audit	0	0	Data available once audit is complete in September	-	-	-	N/A	n/a	n/a	Substantial Improvement acknowledged by Audit Commission in 08/09 through work by Internal Audit and by the Policy and Performance section
All	Performance and risk	Local	% IT issues resolved within the agreed SLA	95.22%	94%	awaiting data	-	-	-	N/A	n/a	n/a	GOOD TO BE HIGH :

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. Where not available PWC rankings used	Latest Comparator Group Position (Lowest figure relates to best performance)	Comments and corrective action if red Status
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### RESOURCES (HUMAN RESOURCES AND EQUALITIES)

All	People (Staff)	Local	% of staff eligible for an appraisal with an appraisal in place in the year across all SBC	22.6% Target not met	75%	9.3%	-	-	-	RED	n/a	n/a	GOOD TO BE HIGH: Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of Directorate statistics on a quarterly basis which in turn are reviewed at Directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken
All	People (Staff)	Local	Days sick leave per member of staff	10.0 days Target not met	10days	2.3 days	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: 0.1% increase on last quarter. Whilst RAG status is green, with the current swine flu pandemic it is anticipated that this will show an upward trend over the next quarter and the remainder of the year.
All	People	Local	a) New Disciplinarys started within the period b) new grievances within the period	a)6 b)4	tbc	(a) 5 disciplinary (b) 3 grievances	-	-	-	N/A	n/a	n/a	GOOD TO BE LOW:
All	People (Staff)	Local	Staff turnover all SBC	7.3% Target met	10.06% tbc	1.4%	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Turnover figures are based on voluntary resignations and currently show a slight drop (0.3%) when compared to the same quarter in 2007/08. This is to be expected given the current economic climate.
All	People	Local	% of agency staff placed via Per Temps	not available	tbc	Awaiting data	-	-	-	N/A		n/a	Awaiting data

**Notes:**

**Family Group/Benchmarking**

**MSG:** Home Office Most Similar Group

**SN:** DCSF Statistical Neighbours used for indicators relating to Children's' and Education Services

**IPF:** Institute of Personal Finance Family Group is recommended by the Audit Commission

**PWC** rankings provide indicative benchmarking against other authorities in the absence of official nationally published data

**ADASS:** Adult Social care benchmarking Club

**National quartiles** indicate position against all authorities nationally

**CAPITAL PROGRAMME MONITORING 2009 / 2010**

**Appendix B**

Line	Cost Centre	EXPENDITURE	Funding Source	2009/2010	2009/2010	2009/2010	2009/2010	% of	2009/2010	Cumm. Total	Cumm. Total	Cumm. Total
				March 2009 Approved Budget	July 2009 Provisional Budget	Spend per Oracle to July 09	Variance to July 09 Budget	Spend to July 09 Budget	Budget Committed to Date			
				£'000		£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Community and Wellbeing</b>												
1	P860	DCSF Play	G	405	405	-5	-410	-1%	0	0	300	390
2	P869	New Community Centre at TVCC Site	M	1,500	150	30	-120	20%	150	31	81	150
3	P645	Voluntary Sector Accommodation	M	1,500	0	0	0	0%	0	0	0	0
<b>Education and Children's Services</b>												
4	P648	Amalgamation/School Reorganisation - Lea School	M	2,238	1,906	564	-1,342	30%	1,906	1,038	1,606	1,906
5	P664	Baylis Court - Building School For the Future (P666)	G / M	1,542	575	157	-418	27%	575	375	475	575
6	P749	Colnbrook Graduated Children's centre	G	355	354	15	-339	4%	0	0	0	0
7	P376	Education Capital - Improvements to Schools Portfolio	M	400	309	0	-309	0%	0	0	0	0
8	P624	Lynch Hill School - External Surfaces	G / M	219	391	0	-391	0%	391	50	300	391
9	P856	Replace Springboard (TCF)	G/M	500	500	0	-500	0%	0	0	0	0
10	P783	Schools Devolved Capital	G/M	0	4,159	739	-3,420	18%	800	500	800	3,582
11	P868	Slough Islamic School	G/M	500	500	32	-468	6%	500	200	500	500
12	P855	Westgate Expansion (TCF)	G / M	500	530	0	-530	0%	530	250	350	530
13	P720	Wexham School for the Future (TCF)	G / M	1,065	1,335	943	-392	71%	1,462	1,462	1,462	1,462
<b>Green and Built Environment</b>												
14	P231	Art at the Centre - Revitalising the High Street	G / M	400	950	823	-127	87%	700	700	950	950
15	P779	Britwell & Northborough Regeneration	M	1,000	0	0	0	0%	0	0	0	0
16	P875	CCTV Relocation	M	500	500	0	-500	0%	0	0	0	0
17	P873	Crematorium EPA	M	1,300	650	0	-650	0%	0	0	0	650
18	P655	Greener Travel	M	853	650	-19	-669	-3%	0	100	400	650
19	P728	Highway Reconfiguration & Resurface	M	600	672	24	-648	4%	9	9	672	672
20	P879	ITS - Real Time Passenger Information	M	750	750	0	-750	0%	0	0	450	750
21	P661	Local Safety Scheme Programme	M	300	250	11	-239	4%	3	80	180	250
22	P880	Parks & Open Spaces	M	600	600	38	-562	6%	40	300	300	600
23	P662	Street Lighting Improvements Programme	M	500	495	84	-411	17%	30	110	270	495
<b>Green &amp; Built Environment: Affordable Housing</b>												
24	P799	A2 Housing - Slough Garages Phase 3 (Other)	G / M	420	0	0	0	0%	0	0	0	0
25	P798	Sovereign HA - Misc. family homes purchases	G / M	340	433	144	-289	33%	433	67	278	433
<b>Resources/Improve &amp; Development/C. Executive</b>												
26	P784	Accommodation Strategy	M	2,925	6,475	784	-5,691	12%	700	1,295	2,590	6,475
27	P296	Computer Hardware & Operating Systems	M	622	630	111	-519	18%	50	200	300	400
28	P365	Customer Service Centre	M	400	249	-239	-488	-96%	310	400	500	600
29	P827	DDA Improvement Works	M	1,000	972	104	-868	11%	0	0	0	0

**CAPITAL PROGRAMME MONITORING 2009 / 2010**

**Appendix B**

Line	Cost Centre	EXPENDITURE	Funding Source	2009/2010	2009/2010	2009/2010	2009/2010	% of	2009/2010	Cumm. Total	Cumm. Total	Cumm. Total
				March 2009 Approved Budget	July 2009 Provisional Budget	Spend per Oracle to July 09	Variance to July 09 Budget	Spend to July 09 Budget	Budget Committed to Date			
				£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
30	P157	Heart of Slough Project	M	5,000	5,665	856	-4,809	15%	1,034	1,034	1,034	1,034
		<b>Housing Revenue Account</b>										
31	P559	ALMO - External Package Improvements	M	2,270	0	13	13	0%	0	0	0	0
32	P558	ALMO - Internal Package Improvements	M	7,373	15,782	1,969	-13,813	12%	15,782	5,250	10,500	15,782
33	P555	Digital Switchover	M	566	300	0	-300	0%	0	0	0	0
34	P556	ALMO - Improvements for Sustainability	M	456	0	0	0	0%	0	0	0	0
35	P551	Security & Controlled Entry Modernisation	M	133	155	0	-155	0%	0	0	0	0
36	P552	Window Replacement Programme	M	668	543	7	-536	1%	0	0	0	0
37	P516	Winvale Refurbishment	M	534	977	2	-975	0%	0	0	0	0
38		<b>TOTAL CAPITAL SPEND</b>		<b>40,234</b>	<b>48,812</b>	<b>7,187</b>	<b>-41,625</b>	<b>13%</b>	<b>25,405</b>	<b>13,451</b>	<b>24,298</b>	<b>39,227</b>



**PRUDENTIAL INDICATORS**

Prudential indicators as at 31<sup>st</sup> July 2009:

	Indicator	2009-10 <b>July 09</b> Budget £'000	2009-10 <b>July. 09</b> Actual £'000
1	Capital Expenditure General Fund HRA <b>Total</b>	42,458 23,203 <b>65,661</b>	<b>6,533</b> <b>1,799</b> <b>8,332</b>
2	Capital Financing Sources Grants & Contributions Capital Receipts Capital Fund Revenue and Major Repair Allowance Supported Borrowing Self Financed Borrowing <b>Total</b>	10,269 8,246 1,342 4,842 20,681 20,281 <b>65,661</b>	1,204 248 0 1,799 5,081 0 <b>8,332</b>
3	Capital Financing Requirement  <b>HRA</b> General Fund <b>Total CFR</b>	23,130 64,577 <b>87,707</b>	<b>7,591</b> <b>44,235</b> <b>51,826</b>
4	<b>Actual Net Borrowing</b>	47,679	-26,863
5	<b>Authorised Limit for External Debt</b>	86,000	<b>69,481</b>
6	<b>Operational Boundary for External Debt</b>	81,200	69,481
7	<b>Incremental Impact on Band D Council Tax</b>	-3.94	-12.85
8	TREASURY MANAGEMENT: (a) CIPFA Code Adopted  (b) Interest Rate Exposure - Fixed Rate Borrowing - Variable Rate Borrowing  (c) Investment Longer than 364 days  (d) Maturity Structure of Borrowing: - Under 12 months - 1 to 2 years - 2 to 5 years - 5 to 10 years - 10 years+	Yes  75 - 100% 0 - 25%  £25,000  0-25% 0-25% 0-50% 0-75% 25-90%	<b>Yes</b>  100% 0%  £15,784  0% 1% 26% 10% 63%

## *PRUDENTIAL INDICATORS – A GUIDE*

1. **Capital Financing Summary** – Although this indicator is not required by the Prudential Code, it is included within the monitoring so that the capital financing sources can be clearly identified.
2. **Capital Financing Requirement** – This is derived by aggregating specified items from the Council's balance sheet and represents the underlying level of borrowing required to finance historic capital expenditure. The actual **net borrowing** is lower than this because of the reserve part of capital receipts accumulated till 31<sup>st</sup> March 2004, the beginning of the Prudential system.
3. **Actual Net Borrowing** – represents actual long term borrowing needs (including forward funding for future years) less temporary investments. This is a key indicator and Section 3 of the Local Government Act 2003 requires the Council to ensure that net borrowing does not exceed the Capital Financing Requirement.
4. **Authorised Borrowing Limit and Operational Boundary for external debt** – the former represents a maximum limit for borrowing, which must not be breached and therefore additional headroom has been included to cater for unplanned cash flow situations. The latter is a better benchmark as it represents a more likely scenario.
5. **Incremental Impact on Band D Council Tax** – This represents the interest and Minimum Revenue Provision (Principal repayments) of all General Fund Borrowing gross of capital financing FSS. This indicator is calculated by taking the difference between debt charges based on the existing approved capital programme and the debt charges based on the actual spend to-date and dividing the result by the tax base for Council Tax. As the actual capital spend to the end of September 2008 has been funded mainly from capital grants and capital receipts, i.e. non-borrowing sources, indicator 7 reflects the negative impact on council tax compared to the July 2008 approved budget for the full year.

**Treasury Management** – these indicators form part of the treasury management strategy and policy statement approved each year before the beginning of the financial year. The main indicator is the adoption of CIPFA Code of Practice for Treasury Management, which the Council adopted before the current Prudential System was introduced.

**SUMMARY OF CAPITAL PROGRAMME**

Appendix D

Line	Summary	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013	2012/2013	2013/2014	2013/2014	TOTAL	TOTAL
		March 2009 Estimate	July 2009 Estimate	March 2009 Estimate	July 2009 Estimate	March 2009 Estimate	July 2009 Estimate	March 2009 Estimate	July 2009 Estimate	March 2009 Estimate	July 2009 Estimate	March 2009 Estimate	July 2009 Estimate
	<b>EXPENDITURE</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>GENERAL FUND PROGRAMME</b>												
1	Community and Wellbeing	3,940	2,006	8,665	13,015	0	500	0	0	0	0	12,605	15,521
2	Education and Children's Services	8,182	12,843	6,752	13,958	2,800	2,800	0	0	0	0	17,734	29,601
3	Green and Built Environment	10,848	9,478	5,644	9,713	2,866	3,778	2,446	2,446	0	0	21,804	25,415
4	Green & Built Environment: Affordable Housing	2,637	2,462	563	1,235	970	1,940	0	210	0	0	4,170	5,847
5	Resources/Improve & Development/C. Executive	11,341	15,669	15,200	15,200	11,414	11,414	2,375	2,375	779	779	41,109	45,437
	Sub Total	36,948	42,458	36,824	53,121	18,050	20,432	4,821	5,031	779	779	97,422	121,821
6		<b>36,948</b>	<b>42,458</b>	<b>36,824</b>	<b>53,121</b>	<b>18,050</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>97,422</b>	<b>121,821</b>
	<b>HOUSING REVENUE ACCOUNT</b>												
7	Housing Revenue Account	13,534	23,203	13,623	6,623	10,869	10,869	5,104	5,104	5,090	5,090	48,220	50,889
8		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>
9	<b>TOTAL CAPITAL PROGRAMME</b>	<b>50,482</b>	<b>65,661</b>	<b>50,447</b>	<b>59,744</b>	<b>28,919</b>	<b>31,301</b>	<b>9,925</b>	<b>10,135</b>	<b>5,869</b>	<b>5,869</b>	<b>145,642</b>	<b>172,710</b>
	<b>SOURCE OF FINANCING</b>												
	<b>GENERAL FUND PROGRAMME</b>												
10	Capital Grants & Contributions	3,351	10,173	5,453	8,453	0	0	0	0	0	0	8,804	18,626
11	Capital Fund	0	1,342	0	0	0	0	0	0	0	0	0	1,342
12	Prudential Borrowing	29,260	25,423	26,648	40,568	5,880	7,572	0	0	0	0	61,788	73,563
13	Capital Receipts	4,337	5,520	6,223	4,100	12,670	12,860	4,821	5,031	779	779	28,830	28,290
14		<b>36,948</b>	<b>42,458</b>	<b>38,324</b>	<b>53,121</b>	<b>18,550</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>99,422</b>	<b>121,821</b>
	<b>HOUSING REVENUE ACCOUNT</b>												
15	Capital Grants & Contributions	0	96	0	0	0	0	0	0	0	0	0	96
16	Revenue / Major Repairs Allowance	4,795	4,842	4,885	4,885	4,977	4,977	4,904	4,904	4,890	4,890	24,451	24,498
17	Prudential Borrowing (Including ALMO)	8,539	15,539	8,538	1,538	5,692	5,692	0	0	0	0	22,769	22,769
18	Capital Receipts	200	2,726	200	200	200	200	200	200	200	200	1,000	3,526
19		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>
20	<b>TOTAL FINANCING</b>	<b>50,482</b>	<b>65,661</b>	<b>51,947</b>	<b>59,744</b>	<b>29,419</b>	<b>31,301</b>	<b>9,925</b>	<b>10,135</b>	<b>5,869</b>	<b>5,869</b>	<b>147,642</b>	<b>172,710</b>

**SOURCES OF FUNDING**

M = Mainline Resources: Prudential Borrowing, Capital Receipts, Revenue Contributions, Major Repairs Allowance.

G = Capital Grants and Contributions

GENERAL FUND CAPITAL PROGRAMME															Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
		<b>Community and Wellbeing</b>														
1		Age Concern & Voluntary Resource	M	0	200	0	0	0	0	0	0	0	0	0	200	
2	P380	Boiler/Electrical Replacement - Community Facilities	M	0	0	0	0	0	0	0	0	0	0	0	0	
3	P785	Care Home Reprovision - Associated Roadworks	M	0	36	0	0	0	0	0	0	0	0	0	36	
4	P724	Childrens Play Area - Redesign & Upgrade	M	0	0	0	0	0	0	0	0	0	0	0	0	
5	P854	Children's Play Programme - Big Lottery	G	0	247	0	0	0	0	0	0	0	0	0	247	
6	P793	Cippenham Library Extension	G	25	118	0	0	0	0	0	0	0	0	25	118	
7	P277	Community Care / Day Care Project	M	0	190	0	0	0	0	0	0	0	0	0	190	
8	P718	Cornerhouse Works (Sensory Needs Team)	M	0	0	0	0	0	0	0	0	0	0	0	0	
9	P872	Day Service Re-Provision	M	100	100	350	350	0	0	0	0	0	0	450	450	
10	P710	DDA/SEND Act Compliance Works (2005/2006)	G	0	0	0	0	0	0	0	0	0	0	0	0	
11	P860	Fair Play Playbuilder Schemes	G	405	405	405	405	0	0	0	0	0	0	810	810	
12	P863	Free Swimming Initiative	G	0	0	0	0	0	0	0	0	0	0	0	0	
13	P851	Health & Safety Works	M	0	0	0	0	0	0	0	0	0	0	0	0	
14	P383	Heritage Lottery Parks Bid (Herschel Park)	M	200	0	0	0	0	0	0	0	0	0	200	0	
15	P723	Home Care e-rostering System	M	0	60	0	0	0	0	0	0	0	0	0	60	
16	P722	Home Care e-timesheet System	M	0	60	0	0	0	0	0	0	0	0	0	60	
17	P100	Kederminster Park/Mercian Way Changing Rooms	G	0	0	0	0	0	0	0	0	0	0	0	0	
18	P730	Leisure Services Programme	M	100	113	0	0	0	0	0	0	0	0	100	113	
19	P636	Longcroft Care Home - Install LST. Radiators	M	0	0	0	0	0	0	0	0	0	0	0	0	
20	P794	Mental Health Centre Car Park	M	0	0	0	0	0	0	0	0	0	0	0	0	
21	P815	Montem Sports Centre - Replace Cooling Tower	M	0	0	0	0	0	0	0	0	0	0	0	0	
22	P869	New Community Centre at TVCC Site (Net Bid)	M	1,500	150	5,500	6,850	0	0	0	0	0	0	7,000	7,000	
23	P852	New Facilities at Haymill (Net Bid)	M	100	100	2,400	3,900	0	500	0	0	0	0	2,500	4,500	
24	P309	Playground Upgrade / Improvements	M	0	28	0	0	0	0	0	0	0	0	0	28	
25	P310	Refurbish & Upgrade Community Facilities	M	0	0	0	0	0	0	0	0	0	0	0	0	
26	P313	Refurbishment Costs - Langley Library	M	0	0	0	0	0	0	0	0	0	0	0	0	
27	P314	Replace / Upgrade Library Computer System	M	10	20	10	10	0	0	0	0	0	0	20	30	
28	P331	Social Care IT System	M	0	113	0	0	0	0	0	0	0	0	0	113	
29	P857	Social Care Project DOH	G	0	60	0	0	0	0	0	0	0	0	0	60	
30	P737	Speedwell Relocation Project (Wexham Nursery Site)	M	0	0	0	0	0	0	0	0	0	0	0	0	
31	P645	Voluntary Sector Accommodation	M	1,500	0	0	1,500	0	0	0	0	0	0	1,500	1,500	
32	P602	Weekes Drive Community Centre Modifications	M	0	0	0	0	0	0	0	0	0	0	0	0	
33	P727	West Wing Arts Centre - Car Park Resurface	M	0	6	0	0	0	0	0	0	0	0	0	6	
34		<b>Total Community and Wellbeing</b>		<b>3,940</b>	<b>2,006</b>	<b>8,665</b>	<b>13,015</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,605</b>	<b>15,521</b>	
		<b>Education and Children's Services</b>														
35	P648	Amalgamation Lea School (Nursery & Childrens Centre)	M	2,238	1,906	52	52	0	0	0	0	0	0	2,290	1,958	
36	P868	Amalgamation Lea School (Slough Islamic School Road Works)	M	500	500	0	0	0	0	0	0	0	0	500	500	
37	P664	Baylis Court - Building a School for the Future Phase 1 (TCF)	G / M	1,542	575	2,500	3,441	0	0	0	0	0	0	4,042	4,016	
38	P663	Baylis Court - Building Services (heating) Phase 1	G / M	15	15	0	0	0	0	0	0	0	0	15	15	
39	P665	Baylis Court - Provision of science lab/art room/suitability	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
40	P666	Baylis Court - Sports Hall to replace gymnasium Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
41	P765	Beechwood/Arbour Vale - Fibre optic installation diversion	G / M	20	20	0	0	0	0	0	0	0	0	20	20	
42	P667	Castleview Primary - Library improvements	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
43	P668	Castleview Primary - SEN Improvements Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
44	P650	Chalvey Y & C. Outdoor Games Area	M	0	0	0	0	0	0	0	0	0	0	0	0	
45	P766	Cippenham Junior - External hardplay/drainage repairs	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
46	P767	Cippenham Junior - Window replacement	G / M	5	0	0	0	0	0	0	0	0	0	5	0	
47	P748	Cippenham Nursery Graduated Childrens Centre	G	0	0	0	0	0	0	0	0	0	0	0	0	
48	P749	Colnbrook Graduated Childrens Centre	G	355	354	0	0	0	0	0	0	0	0	355	354	

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GENERAL FUND CAPITAL PROGRAMME														Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
49	P673	DDA/SENDA Access works	G / M	150	231	0	0	0	0	0	0	0	0	150	231
50	P376	Education Capital - Improvements to Schools Portfolio	M	400	309	0	0	0	0	0	0	0	0	400	309
51	P768	Godolphin Infant - Roof replacement	G / M	31	31	0	0	0	0	0	0	0	0	31	31
52	P769	Godolphin Infant - Window replacement phase 2	G / M	84	84	0	0	0	0	0	0	0	0	84	84
53	P786	Godolphin Junior Phase 1 (M&E)	G	3	42	0	0	0	0	0	0	0	0	3	42
54	P678	Herschel Grammar - M&E services upgrade phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
55	P850	James Elliman - Roof Repairs	M	0	33	0	0	0	0	0	0	0	0	0	33
56	P750	James Elliman Graduated Childrens Centre (Farnham)	G	0	0	0	0	0	0	0	0	0	0	0	0
57	P729	Khalsa Sikh Primary School (Funding Gap)	M	0	183	0	0	0	0	0	0	0	0	0	183
58	P623	Littledown School - Toilets	M	0	3	0	0	0	0	0	0	0	0	0	3
59	P046	LSC-Wexham	G	0	0	0	0	0	0	0	0	0	0	0	0
60	P682	Lynch Hill Primary - Replacement windows/remodelling	G / M	0	0	0	0	0	0	0	0	0	0	0	0
61	P624	Lynch Hill School - External Surfaces	M	219	391	0	0	0	0	0	0	0	0	219	391
62	P714	Marish Children's Centre	G	0	0	0	0	0	0	0	0	0	0	0	0
63	P684	Marish Junior - Replacement windows	G / M	0	0	0	0	0	0	0	0	0	0	0	0
64	P791	Montem Infants N.O.F	G	0	0	0	0	0	0	0	0	0	0	0	0
65	P628	Our Lady of Peace Infant - Autistic Resource Unit	M	0	78	0	0	0	0	0	0	0	0	0	78
66	P652	Outside Sports Renovation Orchard Y & C.	G / M	0	0	0	0	0	0	0	0	0	0	0	0
67	P770	Parlaunt Park Primary - Roof works	G / M	200	0	0	0	0	0	0	0	0	0	200	0
68	P885	Parlaunt Park Primary Refurbishment (PCP1)			292		2,708		0		0		0		3,000
69	P653	PFI. Safe Routes to School	M	98	98	0	0	0	0	0	0	0	0	98	98
70		Primary Expansion - Lea Primary School	M	0	0	500	500	2,500	2,500	0	0	0	0	3,000	3,000
71	P687	Priority 1 repairs at schools awaiting PFI replacement	G / M	0	0	0	0	0	0	0	0	0	0	0	0
72	P882	Priory Schools Childrens Centre	M	0	48	0	0	0	0	0	0	0	0	0	48
73	P856	Replace Springboard (TCF)	G	500	500	0	0	0	0	0	0	0	0	500	500
74	P884	Schools Bulge Classes	M	0	250	0	0	0	0	0	0	0	0	0	250
75	P783	Schools Devolved Capital (2007/08 & 2008/09)	G	0	4,159	0	0	0	0	0	0	0	0	0	4,159
76	P689	Schools Kitchen upgrades - Godolphin Junior Ventilation	G / M	0	0	0	0	0	0	0	0	0	0	0	0
77	P690	Schools Kitchen upgrades Programme	G / M	3	54	0	0	0	0	0	0	0	0	3	54
78	P692	Site Controller Accommodation - refurbishment programme	G / M	0	0	0	0	0	0	0	0	0	0	0	0
79	P719	Slough & Eton CE School (TCF)	G / M	117	19	0	0	0	0	0	0	0	0	117	19
80	P773	Slough Grammar - Mechanical Services Upgrade	G / M	0	190	0	0	0	0	0	0	0	0	0	190
81	P771	Slough Grammar - Window replacement phase 1	G / M	12	50	0	0	0	0	0	0	0	0	12	50
82	P772	Slough Grammar - Window replacement phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
83	P751	St Mary's Graduated Childrens Centre (Upton)	G	25	25	0	0	0	0	0	0	0	0	25	25
84	P068	The Crown Relocation (Young Peoples Centre)	G / M	5	5	0	0	0	0	0	0	0	0	5	5
85	P859	Upton Lea Community Centre/Children's Centre Refurbishment	G / M	0	0	0	0	0	0	0	0	0	0	0	0
86	P093	Voluntary Aided Schools LEA Liability	M	33	63	0	0	0	0	0	0	0	0	33	63
87	P855	Westgate Expansion (TCF)	G	500	530	3,700	3,700	300	300	0	0	0	0	4,500	4,530
88	P698	Westgate School - M&E services upgrade Phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
89	P699	Westgate School - Replace gym windows and structure	G / M	10	27	0	0	0	0	0	0	0	0	10	27
90	P760	Wexham Court Primary-Correct drains/upgrade external area	G / M	52	0	0	0	0	0	0	0	0	0	52	0
91	P886	Wexham Court Primary Expansion (PCP2)	G / M		443		3,557		0		0		0		4,000
92	P720	Wexham School for the Future (TCF)	G / M	1,065	1,335	0	0	0	0	0	0	0	0	1,065	1,335
93		<b>Total Education and Children's Services</b>		<b>8,182</b>	<b>12,843</b>	<b>6,752</b>	<b>13,958</b>	<b>2,800</b>	<b>2,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,734</b>	<b>29,601</b>
		<b>Green and Built Environment</b>													
94	P388	20 mph Speed Zones	M	0	8	0	0	0	0	0	0	0	0	0	8
95	P755	A4 Bath Road / Huntercombe Toucan Crossing (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
96	P738	Air Quality Award Grant	G	19	19	0	0	0	0	0	0	0	0	19	19
97	P782	Air Quality Award Grant (2007/08)	G	48	37	0	11	0	0	0	0	0	0	48	48

GENERAL FUND CAPITAL PROGRAMME														Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
98	P119	Air Quality Management	M	0	14	14	0	0	0	0	0	0	0	14	14
99	P231	Art at the Centre - Revitalising the High Street	G / M	400	950	0	0	0	0	0	0	0	0	400	950
100	P861	Births, Deaths & Marriages Air Conditioning	M	0	36	0	0	0	0	0	0	0	0	0	36
101	P779	Britwell & Northborough	M	1,000	0	0	2,218	0	0	0	0	0	0	1,000	2,218
102	P874	Casualty Reduction and Road Safety Programme	M	300	50	300	425	300	425	300	300	0	0	1,200	1,200
103	P788	CCTV (Retail)	G	0	0	0	0	0	0	0	0	0	0	0	0
104	P875	CCTV Relocation	M	500	500	700	700	0	0	0	0	0	0	1,200	1,200
105	P876	CCTV Town Centre	M	74	0	0	0	0	0	0	0	0	0	74	0
106	P813	Centre Nurseries Boiler Replacement	G	0	0	0	0	0	0	0	0	0	0	0	0
107	P302	Chalvey Waste Transfer Station	M	34	1	0	0	0	0	0	0	0	0	34	1
108	P873	Crematorium EPA	M	1,300	650	50	700	50	50	0	0	0	0	1,400	1,400
109	P643	Gas Analysers - Slough Crematorium	M	40	40	0	0	0	0	0	0	0	0	40	40
110	P877	Greener Slough	M	60	60	0	0	0	0	0	0	0	0	60	60
111	P655/P323	Greener Travel	M	853	650	250	669	250	250	250	250	0	0	1,603	1,819
112	P744	Hatfield MSCP Improvements	G	0	0	0	0	0	0	0	0	0	0	0	0
113	P383	Herschel Park Project (Heritage Lottery Parks)	G / M	0	200	0	0	0	0	0	0	0	0	0	200
114		Highway and Land Drainage Improvements	M	0	0	110	110	110	110	110	110	0	0	330	330
115	P656	Highway Asset Management System	M	0	15	0	0	0	0	0	0	0	0	0	15
116	P728	Highway Reconfiguration & Resurface	M	600	672	600	600	0	0	0	0	0	0	1,200	1,272
117		Highway Reconfiguration & Resurfacing	M	0	0	0	0	500	500	500	500	0	0	1,000	1,000
118	P878	Highways Road and Pavement Resurfacing	M	200	250	0	0	0	0	0	0	0	0	200	250
119	P600	Highways/Land Drainage- Rehabilitation/Upgrading	M	91	91	0	0	0	0	0	0	0	0	91	91
120	P006/4022	Housing Imp. Grants: Disabled Facilities (Discretion)	M	50	105	50	50	50	50	50	50	0	0	200	255
121	P006/4020	Housing Imp. Grants: Disabled Facilities (Mandatory)	G / M	236	882	236	236	236	236	236	236	0	0	944	1,590
122	P004	Housing Imp. Grants: Landlord (Private Rented)	G / M	786	280	200	503	200	502	200	200	0	0	1,386	1,485
123	P003	Housing Imp. Grants: Minor Works	G / M	300	175	0	175	0	174	0	0	0	0	300	524
124	P005	Housing Imp. Grants: Renovation (Owner Occupied)	G / M	425	160	0	162	0	162	0	0	0	0	425	484
125	P879	ITS - Real Time Passenger Information (Net Bid)	G / M	750	750	500	500	0	0	0	0	0	0	1,250	1,250
126	P756	Langley Neighbourhood Offices	G	0	0	0	0	0	0	0	0	0	0	0	0
127	P721	Lascelles Pavilion Refurbishment	G	0	97	0	0	0	0	0	0	0	0	0	97
128	P753	Linear Park - Cycleway (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
129	P661	Local Safety Scheme Programme	M	300	250	348	348	0	149	0	0	0	0	648	747
130	P871	Neighbourhood Enhancements	M	500	500	400	400	300	300	300	300	0	0	1,500	1,500
131	P322	Parking Strategy	M	77	70	0	0	0	0	0	0	0	0	77	70
132	P880	Parks & Open Spaces	M	600	600	600	600	0	0	0	0	0	0	1,200	1,200
133	P226	Public Transport Cippenham Commitment (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
134	P862	Quality Inn - Brands Hill	G	0	0	0	0	0	0	0	0	0	0	0	0
135	P644/P802	Replacement of Cremator Brickwork	M	14	14	0	0	0	0	0	0	0	0	14	14
136	P323/P661	Road Safety Programme	M	0	0	74	76	0	0	0	0	0	0	74	76
137	P745	Route 77 Bus Service Improvements (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
138		Slough Station Forecourt/Brunel Way Enhancement (Net)	G / M	0	0	250	250	350	350	0	0	0	0	600	600
139	P662	Street Lighting Improvements Programme	M	500	495	500	500	500	500	500	500	0	0	2,000	1,995
140	P659	Subway Closure Programme	M	300	300	275	275	0	0	0	0	0	0	575	575
141	P190	Upton Court Park Changing Rooms-Fire Protection Works	M	10	0	0	0	0	0	0	0	0	0	10	0
142	P601	Urban Traffic Control System Development	M	200	197	147	0	0	0	0	0	0	0	347	197
143	P858	Wexham Rd Bus Shelters	G	0	0	0	0	0	0	0	0	0	0	0	0
144	P795	Waste & Recycling Containers	M	281	360	40	205	20	20	0	0	0	0	341	585
145		<b>Total Green and Built Environment</b>		<b>10,848</b>	<b>9,478</b>	<b>5,644</b>	<b>9,713</b>	<b>2,866</b>	<b>3,778</b>	<b>2,446</b>	<b>2,446</b>	<b>0</b>	<b>0</b>	<b>21,804</b>	<b>25,415</b>
		<b>Green &amp; Built Environment: Affordable Housing</b>													
146	P797	A2 Housing - Slough Garages Ph 3 (Swabey Rd)	G / M	65	65	0	65	0	0	0	0	0	0	65	130
147	P799	A2 Housing - Slough Garages Phase 3 (Other)	G / M	420	0	0	0	0	0	0	0	0	0	420	0

GENERAL FUND CAPITAL PROGRAMME														Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
148	P526	Airways (A2 Housing) - William Hartley Yard	G / M	0	0	0	0	0	0	0	0	0	0	0	0
149		Arbour Vale STFC - Paradigm HA			0		250		250		0		0	0	500
150		Britwell/Haymill Regeneration			0		500		500		0		0	0	1,000
151	P796	Land Acquisition Shackleton Road	G / M	0	0	0	0	0	0	0	0	0	0	0	0
152	P510	New Housing Provision Unallocated (pending funding)	G / M	1,461	1,193	563	0	970	980	0	0	0	0	2,994	2,173
153	P789	Paradigm - 1-7 High Street, Slough	G / M	331	331	0	0	0	0	0	0	0	0	331	331
154		Paradigm Slough Garages Phase 4			330		330		0		0		0	0	660
155	P853	Radian - Slough Ex TVU Student Accommodation	G / M	0	0	0	0	0	0	0	0	0	0	0	0
156	P798	Sovereign HA - Misc. family homes purchases	G / M	340	433	0	0	0	0	0	0	0	0	340	433
157		Sovereign HA - Slough Gargaes Phase 5			90		90		0		0		0	0	180
158	P540	Thames Valley - Slough Garage Site Phase 2	G / M	20	20	0	0	0	0	0	0	0	0	20	20
159		TVHA - Slough Garages Phase 6			0		0		210		210		0	0	420
160	P519	Warden - Slough Garage Site Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0
161		<b>Total Green &amp; Built Environment: Affordable Housing</b>		<b>2,637</b>	<b>2,462</b>	<b>563</b>	<b>1,235</b>	<b>970</b>	<b>1,940</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>4,170</b>	<b>5,847</b>
		<b>Resources/Improvement &amp; Development/Chief Executive</b>													
162	P824	Access Control System (T.Hall/W. House/Landmark)	M	119	119	0	0	0	0	0	0	0	0	119	119
163	P784	Accommodation Strategy	M	2,925	6,475	0	0	0	0	0	0	0	0	2,925	6,475
164	P823	Air Conditioning Units	M	0	0	0	0	0	0	0	0	0	0	0	0
165	P828	Asbestos Removal Works	M	100	87	100	100	100	100	100	100	193	193	593	580
166	P299	Business Objects / Discoverer	M	0	20	0	0	0	0	0	0	0	0	0	20
167	P296	Computer Hardware & Operating Systems	M	622	630	500	500	500	500	500	500	0	0	2,122	2,130
168	P303	Corporate Property Fund	M	1,000	882	800	800	700	700	1,200	1,200	0	0	3,700	3,582
169	P365	Customer Service Centre	M	400	249	0	0	0	0	0	0	0	0	400	249
170	P827	DDA Improvement Works	M	1,000	972	575	575	575	575	575	575	586	586	3,311	3,283
171	P362/P292	E-government Project (PSA) / Intranet Development	M	0	0	0	0	0	0	0	0	0	0	0	0
172	P300	E-Purchasing	M	0	168	0	0	0	0	0	0	0	0	0	168
173	P098	Health & Safety Works	M	0	118	0	0	0	0	0	0	0	0	0	118
174	P157	Heart of Slough Project	M	5,000	5,665	13,100	13,100	8,339	8,339	0	0	0	0	26,439	27,104
175	P301	Oracles Financial Upgrade	M	0	0	0	0	0	0	0	0	0	0	0	0
176	P295	Server Replacement and clustering	M	0	13	0	0	0	0	0	0	0	0	0	13
177	P870	Shared Services	M	100	100	100	100	1,200	1,200	0	0	0	0	1,400	1,400
178	P775	St Martins Place Fit Out Works	M	0	6	0	0	0	0	0	0	0	0	0	6
179	P864	St Martins Place Acquisition Leasehold		0	0	0	0	0	0	0	0	0	0	0	0
180	P809	Town Hall Computer Room	M	0	50	0	0	0	0	0	0	0	0	0	50
181	P829	Water Hygiene (Legionella Prevention)	M	75	115	25	25	0	0	0	0	0	0	100	140
182		<b>Total Resources</b>		<b>11,341</b>	<b>15,669</b>	<b>15,200</b>	<b>15,200</b>	<b>11,414</b>	<b>11,414</b>	<b>2,375</b>	<b>2,375</b>	<b>779</b>	<b>779</b>	<b>41,109</b>	<b>45,437</b>
183		<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>		<b>36,948</b>	<b>42,458</b>	<b>36,824</b>	<b>53,121</b>	<b>18,050</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>97,422</b>	<b>121,821</b>

HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME														Appendix D	
Line	Cap. Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Stock Improvements:</b>															
184	P544	Affordable Warmth / Central Heating	M	50	54	50	60	50	72	50	50	50	50	250	286
185	P561	Allington Court - Internal Refurbishments	M	0	430	0	0	0	0	0	0	0	0	0	430
186	P562	Asbestos Works	M	0	170	0	170	0	160	0	0	0	0	0	500
187	P563	Broom & Odencroft External Refurbishments	M	0	1,440	0	1,581	0	0	0	0	0	0	0	3,021
188	P545	Capitalised Essential Repairs	M	235	165	322	166	350	165	270	270	150	150	1,327	916
189	P564	Darvills Lane - External Refurbs	M	0	0	0	0	0	575	0	0	0	0	0	575
190	P555	Digital Switchover	M	566	300	552	300	0	300	0	0	0	0	1,118	900
191	P546	Environmental Improvements	M	50	50	50	50	50	50	50	50	50	50	250	250
192	P554	External Improvements	M	0	0	0	0	0	0	0	0	0	0	0	0
193	P565	External Landscaping, Environmental	M	0	0	0	0	0	3,000	0	0	0	0	0	3,000
194	P541	Garage Improvements	M	0	45	0	50	0	51	0	0	0	0	0	146
195	P557	Integrated Housing IT System	M	150	250	0	0	0	0	0	0	0	0	150	250
196	P532	Kitchen & Bathroom Modernisations	M	0	0	0	0	0	0	0	0	0	0	0	0
197	P542	Knolton Way Shops	M	0	0	0	0	0	0	0	0	0	0	0	0
198	P547	Major Aids & Adaptions (C.Tenants)	M	600	700	600	700	663	700	500	500	500	500	2,863	3,100
199	P548	Mechanical Systems Upgrading	M	89	157	92	173	128	208	100	100	100	100	509	738
200	P549	Misc. Modernisations & Health & Safety	M	228	271	350	274	598	316	300	300	300	300	1,776	1,461
201	P502	New Projects	M	25	25	25	25	25	25	25	25	25	25	125	125
202	P566	Non Traditional Dwellings	M	0	0	0	0	0	2,155	0	0	0	0	0	2,155
203	P539	Package Improvements	M	0	0	0	0	0	0	0	0	0	0	0	0
204	P567	Pantile Row - External Refurbs	M	0	0	0	11	0	59	0	0	0	0	0	70
205	P568	Parlaunt Road Flats - Refurbishment	M	0	109	0	119	0	0	0	0	0	0	0	228
206	P560	Parlaunt Shops - Flat Roof Replacement	M	0	100	0	100	0	0	0	0	0	0	0	200
207	P569	Replace Fascias, Soffits, Gutters & Down Pipes	M	0	109	0	256	0	440	0	0	0	0	0	805
208	P550	Rewiring Improvements	M	107	0	92	0	130	0	130	130	130	130	589	260
209	P551	Security & Controlled Entry Modernisation	M	133	155	138	170	313	180	300	300	300	300	1,184	1,105
210	P570	Spackmans & Brammas External Refurbs	M	0	0	0	0	0	1,581	0	0	0	0	0	1,581
211	P571	Structural Repairs - Roofs & Chimneys	M	0	0	0	179	0	287	0	0	0	0	0	466
212	P543	Supported Housing DDA Assessment - Essential Repairs	M	0	225	0	225	0	221	0	0	0	0	0	671
213	P572	Travic & Maruden External Improvements	M	0	869	0	716	0	0	0	0	0	0	0	1,585
214	P573	Upgrade Landlords Lighting/Communal Areas	M	0	180	0	180	0	180	0	0	0	0	0	540
215	P574	Weekes Drive - Summerlea Gutters, Downpipes	M	0	0	0	0	0	144	0	0	0	0	0	144
216	P552	Window Replacement Programme	M	668	543	0	461	0	0	0	0	0	0	668	1,004
217	P516	Winvale Refurbishment	M	534	977	0	657	0	0	0	0	0	0	534	1,634
218	P558	ALMO - Internal Package Improvements	M	7,373	15,782	7,779	0	5,995	0	1,858	1,858	1,940	1,940	24,945	19,580
219	P559	ALMO - External Package Improvements	M	2,270	0	3,116	0	2,218	0	1,521	1,521	1,545	1,545	10,670	3,066
220	P556	ALMO - Improvements for Sustainability	M	456	0	457	0	349	0	0	0	0	0	1,262	0
221		<b>Total Stock Improvements</b>		<b>13,534</b>	<b>23,106</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,792</b>
<b>Other Housing Expenditure</b>															
222	P440	Acquisition of C.P.O Property	G	0	97	0	0	0	0	0	0	0	0	0	97
223		<b>TOTAL HOUSING REVENUE ACCOUNT</b>		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>



	2008-09 <b>ACTUAL</b>	2009-10 <b>Mar 09 Estimate</b>	2009-10 <b>July 09 Estimate</b>	2010-11 <b>July 09 Estimate</b>	2011-12 <b>July 09 Estimate</b>	2012-13 <b>July 09 Estimate</b>	2013-14 <b>July 09 Estimate</b>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>PRUDENTIAL INDICATORS</b>							
<b>Capital Expenditure</b>							
1 General Fund	37,591	36,948	42,458	53,121	20,432	5,031	779
2 HRA	19,596	13,534	23,203	6,623	10,869	5,104	5,090
3 <b>Total Capital Expenditure</b>	<b>57,187</b>	<b>50,482</b>	<b>65,661</b>	<b>59,744</b>	<b>31,301</b>	<b>10,135</b>	<b>5,869</b>
<b>Sources of Capital Financing</b>							
4 Grants & Contributions	13,345	3,351	10,269	8,453	0	0	0
5 Capital receipts	10,591	4,537	8,246	4,300	13,060	5,231	979
6 Capital Fund	1,016	0	1,342	0	0	0	0
7 Revenue & Major rep. allow.	8,147	4,795	4,842	4,885	4,977	4,904	4,890
8 Supported Borrowing	15,396	13,681	20,681	5,659	5,692	0	0
9 Self Financed Borrowing	8,693	24,118	20,281	36,447	7,572	0	0
10 <b>Total</b>	<b>57,187</b>	<b>50,482</b>	<b>65,661</b>	<b>59,744</b>	<b>31,301</b>	<b>10,135</b>	<b>5,869</b>
<b>AFFORDABILITY</b>							
<b>Ratio of financing costs to revenue stream:</b>							
11 General Fund	-3.88%	1.41%	0.61%	3.46%	6.32%	6.31%	5.35%
12 HRA	46.14%	45.27%	45.66%	46.83%	47.23%	48.77%	49.55%
<b>Incremental Impact on:</b>							
13 Council Tax Band D	<b>£0.00</b>	<b>-£34.20</b>	<b>-£3.94</b>	<b>£5.18</b>	<b>£25.98</b>	<b>£4.40</b>	<b>-£1.29</b>
14 HRA weekly rent	Nil	Nil	Nil	Nil	Nil	Nil	Nil
15 <b>Gross Borrowing - Impact on Council Tax</b>	<b>£0.00</b>	<b>£11.29</b>	<b>£8.52</b>	<b>£46.99</b>	<b>£68.00</b>	<b>£10.28</b>	<b>-£9.77</b>
<b>Capital Financing Requirement (CFR)</b>							
16 General Fund	39,502	71,127	64,577	103,987	108,921	102,912	92,875
17 HRA	7,591	16,130	23,130	24,668	30,360	30,360	30,360
18 <b>Total</b>	<b>47,093</b>	<b>87,257</b>	<b>87,707</b>	<b>128,654</b>	<b>139,281</b>	<b>133,272</b>	<b>123,235</b>
<b>PRUDENCE</b>							
<b>Net borrowing and CFR</b>							
19 Net borrowing	<b>-27,473</b>	28,565	47,679	89,000	117,000		
20 Capital Financing Requirement in year 3	128,654	130,242	139,281	133,272	123,235		
21 <b>Does net borrowing exceed year 3 CFR?</b>	NO	NO	NO	NO	NO		
<b>EXTERNAL DEBT</b>							
<b>Authorised Limit for External Debt</b>							
22 Authorised Limit for Borrowing	72,507	83,000	85,000	123,000	141,000	133,000	132,000
23 Authorised limit for other liabilities	0	1,000	1,000	1,000	1,000	1,000	1,000
24 <b>Authorised Limit for External Debt</b>	<b>72,507</b>	<b>84,000</b>	<b>86,000</b>	<b>124,000</b>	<b>142,000</b>	<b>134,000</b>	<b>133,000</b>
<b>Operational Boundary for External Debt</b>							
25 Operational Boundary for External Debt							
26 Operational Boundary for borrowing	72,507	78,700	80,200	116,800	135,400	129,400	128,400
27 Operational Boundary for other liabilities	0	1,000	1,000	1,000	1,000	1,000	1,000
28 <b>Operational Boundary for External Debt</b>	<b>72,507</b>	<b>79,700</b>	<b>81,200</b>	<b>117,800</b>	<b>136,400</b>	<b>130,400</b>	<b>129,400</b>
<b>TREASURY MANAGEMENT (TM)</b>							
<b>CIPFA Treasury Management Code</b>							
29 Has the Council adopted the TM code?	YES	YES	YES	YES	YES	YES	YES
<b>External Debt - Interest Rate Exposure</b>							
30 Upper Limit on fixed rate exposure		100%	100%	100%	100%	100%	100%
31 Upper Limit on variable rate exposure		25%	25%	25%	25%	25%	25%
<b>Maturity Structure of Borrowing</b>							
<b>Lower and Upper limits:</b>							
33 Under 12 months	4.23%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%
34 1 to 2 years	0.54%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%
35 2 to 5 years	24.91%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%
36 5 to 10 years	9.66%	0% - 75%	0% - 75%	0% - 75%	0% - 75%	0% - 75%	0% - 75%
37 10 years +	60.66%	25% - 90%	25% - 90%	25% - 90%	25% - 90%	25% - 90%	25% - 90%
<b>Investments longer than 364 days</b>							
38 Limit on amount maturing beyond	£16,200	£25,000	£25,000	£25,000			

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**Summary Variance Analysis**

**For the Period Ended: 31<sup>st</sup> July 2009**

**Community & Wellbeing**

<b>Pressures/ Savings</b>	<b>Variance £000</b>	<b>Comment</b>
Residential & Nursing Care	463	Extra growth resulting from the increases in care packages last winter and a lower than expected attrition rate this year has had the net effect of adding pressure on this year's budget of about £222k. There are further pressures relating to Older People internal residential service resulting from the reprovision programme and causing a pressure of £133k. However, this month new pressures due to fears that planned savings will not be realised have been included in the month's monitor.
Home Care	165	A total of 9,000 extra hours (from April 2009 to March 2010) have been forecast above the amount estimated in the budget. This has been offset by new efficiencies savings.
Direct Payments	132	New growth being greater than budgeted and several packages being increased beyond full year budget.
Day Care	83	This net pressure masks significant overspends on Wexham & Langley units due to savings not yet achieved. At the same time however, substantial planned savings to counteract these adverse variances are being made on other day centres. This month further slippage on the savings earmarked from the day services review and Langley transport service has been identified and included in the headline figure.
Social Work Teams	-146	Vacancies on a number of teams where the savings have not been offset by expenditure on agency staff costs. These are the <b>OT Team</b> (5 FTEs vacancies), <b>Sensory Needs Team</b> (3 FTEs vacancies), <b>Intermediate Care Team</b> (1 FTE vacancy) & <b>Care Team</b> (8 FTEs vacancies)
TOTAL	701	

## Appendix F (Cont.)

### Education & Children's Services

Pressures/ Savings	Variance £000	Comment
Children and Families	630	New this month: Increases in client activity across Internal Fostering and Kinship care cost £157k. An increase in Family Group Conference activity costs £11k. These are partially offset by income of £63k arising from a placement extension of a Windsor & Maidenhead Child in Mallards children's home and favourable change in Asylum support following the re-assessment of a child's age saving £11k. Costs expected for children in care and leaving care have not materialised to the level suggested, saving £80k. Previously reported: Increases in the level of Looked After Children across all settings result in pressures of £348k. Continued demand levels across the MALT's teams for Children in Need will see pressures of £50k. This is offset by one-off savings in respect of grant receipts for Asylum Seeking children of £60k. Adoption activity based on current client numbers awaiting placement results in an estimated saving of £90k. Late notification of increased costs for Joint Arrangements for the Legal Team and the Berkshire Advisory service will result in pressures of £118k. Continued high levels of referral and assessment activity continue to impact on the Contact Service, Family Group conferencing and interpreters together creating a net pressure of £142k.
Youth	0	No significant variances have currently been identified across this service.
Inclusion	-240	New this month: Increased home care and school holiday support to Children with Disabilities costs £22k, offset by savings of £10k from Health Improvement team from reduced requirement to procure and distribute promotional and educational media and materials. Previously reported: Reduction in client levels including successful removal of LAC status for 1 client has saved £108k. £27k saving through reduced demand from Voluntary sector placed on the Children's Fund and £19k saving through the delayed appointment to an Assistant Manager post for Children with SEN. £93k reduction in respect of placements within residential settings for children with disabilities, £10k through management of discretionary spend.
Raising Achievement	-253	New this month: Additional income contribution from Arts Council £15k, re-configure delivery of Early Years extended schools services saves £49k. Previously reported: Additional income generation of £50k by the Advisory Service. Expected saving against Home to School Transport following a successful re-tendering of contracts of £139k. £60k pressure in respect of the Connexions service and £10k reductions through management of discretionary spend offset by the utilisation of grants against core costs and receipt of DCSF support totalling £30k.
Strategy, Information and Resources	-177	New this month: Additional income of £62k from schools for EMS licences and use of grant to support Assessment Centre saves £40k. Previously reported: This is mainly in respect of the one off receipt of a rates refund and expected continuation of reduced Joint Arrangement charges in respect of PRC and Dismissal costs together totalling £60k.
TOTAL	-40	

## Appendix F (Cont.)

### Green & Built Environment

Pressures/ Savings	Variance £000	Comment
Waste Disposal	60	Charges from a neighbouring authority for use of disposal facilities have been increased (£50K); plus prior year contractual indexation of costs is not fully funded (£50K). Pressures are partly offset by efficiencies in waste disposal emanating from diversion of landfill tonnage (£40K).
Planning Fee income	50	Current indications are that small household applications are fairly constant but there is a lack of major applications which yield significant fee income. Budgeted income is over £600K, and, as a result of this economic climate, a shortfall representing 8% of budget is predicted.
Other demand-led income	41	Potential shortfall in demand-led income across the directorate, other than Planning Fees above, due to economic recession. This assumes a 1% shortfall on £4M budget which includes car parking; licensing; building control; trade waste; and registrars.
Concessionary Fares	-75	Estimated saving of £50k from reassessed level of scheme take up/demand for service. Against a £2.4M budget, this represents a 2% saving. A further £25k saving from the provision made for outstanding 2008/09 reimbursement claims from bus operators which have not materialised.
NRSWA	-50	Anticipated additional fees through increased activity of statutory undertakers on highway. Against a budget of £75K, this represents an additional 66% of income.
Parks & Open Spaces	-55	Reprofiling the expenditure of the £117K agreed growth from PPRG 2009/10, plus reduced in-year maintenance following capital expenditure can produce a one-off saving.
Staffing	-30	Slippage of £60K on implementing proposed savings in PPRG of £500K across all service areas is more than offset by delayed restructure/recruitment to new & vacant posts.
Other variances under £50K (net)	141	Wexham Nursery reduced income from client recharges & letting of buildings £35K; Chalvey Depot & MSCP late notification of Business Rates increases £21K; Flood Defence Levy increased £10K; People 1st contribution to community safety reduced by £28K through withdrawal from SLA; Bulky waste collection charges for pensioners ceased as per Members' wishes £10K; Roundabout sponsorship income unlikely to be achieved due to economic recession £12K; Coroners' Joint Arrangement contribution increased £25K.
TOTAL	82	

**Appendix F (Cont.)**

**Central Directorates**

Pressures/ Savings	Variance £000	Comment
Chief Executive	6	Maternity & agency offset by vacant posts
Resources	56	<p><b>Audit &amp; Risk Management</b> -£40k: Due to delays in filling vacant posts within Audit and Health &amp; Safety;</p> <p><b>Borough Secretary</b> -£10k: local land charges income still down £25k but offset by holding vacant posts in land charges and other services;</p> <p><b>Management Action</b> The vacant posts will now be held to allow any pressures from the reduced Land Charges income to be absorbed.</p> <p><b>Housing Benefits</b> -£25k: Delays in filling vacant posts following some additional funding from the DWP;</p> <p><b>Management Action</b> Full review of allowances paid and overpayments currently being undertaken.</p> <p><b>IT</b> -£60k: Delays in filling vacant posts across all IT areas;</p> <p><b>Revenues</b> -£30k: Vacant posts partially offset by the employment of temporary staff.</p> <p><b>Finance</b> £48k: pressures currently exist across teams where posts were expected to be removed at the start of the year but are still currently filled. This pressure will be compensated by savings during the latter part of the year to achieve a breakeven position.</p> <p><b>HR</b> £13k: The turnover cut (+£38k) accounts for the major part of the overspend. There is no funding (part of the Savings Plan) for a union post that was vacated at the end of June (+£22k). This is partially offset by a vacant post in another area (-£31k) The vacancy factor has not yet been achieved.</p> <p><b>Management Action</b> Vacant posts that arise &amp; those currently filled by agency staff will be looked at to manage any pressures.</p> <p><b>Property Services &amp; Regeneration</b> £100k: Pressures are in the following areas:</p> <ul style="list-style-type: none"> <li>• Commercial rents loss of income from property sold £12k</li> <li>• Commercial rents insufficient bad debt to cover backdated rents £150k</li> <li>• Rent from Accord in dispute £75k</li> <li>• Unbudgeted management fees for The Centre +£15k.</li> <li>• Advertising income loss though Planning permission not being agreed £50k</li> </ul> <p>Total costs pressures = £302k</p> <p><b>Management Action</b> Pressures will be contained through management of vacant posts and savings on the repairs and maintenance and Legionellas budgets. There will also be a follow up on the Accord rent dispute with Green and Built Environment.</p> <p>Total anticipated savings = £202k Net Costs/(Savings) = £100k</p>

		<p><b>Strategic Management</b> £60k: To meet the costs of recruitment and pay for an interim Director of Resources.</p>
Improvement and Development	-30	<p><b>Commissioning, Procurement &amp; Shared Services</b> -£49k: AD on lower grade than budgeted + 2 staff on reduced hours</p> <p><b>Management Action</b> Savings to be utilised to meet pressures in other areas.</p> <p><b>Economic Development</b> -£44k: vacant posts not filled reduced by pressure from voluntary capacity funding reduced by pressure from voluntary capacity funding</p> <p><b>Management Action</b> Savings to be utilised to meet pressures in other areas (see below).</p> <p><b>Transformational Change</b> £63k: pressures from costs of secondment and member of staff still in posts where budgeted to be vacant and turnover not yet being achieved</p> <p><b>Management Action</b> Holding vacant posts and the utilisation of projected savings across the service area.</p> <p><b>Management</b> 0</p>
TOTAL	32	

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