

Date of issue: 14th April 2009

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Grewal (Chair), Basharat, Coad, Davis, Dodds, Haines, Matloob, Munkley and Walsh)
DATE AND TIME:	THURSDAY, 16TH APRIL, 2009 AT 6.30 PM
VENUE:	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	KEVIN BARRETT (01753) 875014

SUPPLEMENTARY PAPERS

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

Items 6 & 8 were not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
6.	Shared Services.	1 - 18	
8.	Performance and Financial Monitoring for 2008/09.	19 - 88	

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 16th April 2009

CONTACT OFFICER: Andrew Blake-Herbert, Strategic Director Resources
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WARD(S): All

PORTFOLIO: Councillor Anderson Commissioner for Finance, Performance and Overall Strategy. Patricia O'Connor, Lead Commissioner for Shared Services

PART I
FOR COMMENT AND CONSIDERATION

SHARED SERVICES FOR BACK OFFICE FUNCTIONS

1 Purpose of Report

This report updates members following Cabinets decision in December to approve the commencement of a joint procurement with Cambridgeshire and Northamptonshire County Council's on behalf of other local authorities, to select a private sector partner to enable the creation of a Local Government Shared Service joint venture arrangement for transactional services. This report seeks Members approval to look at widening the scope of the shared services arrangement to include the professional advice services that go with the transactional elements.

2 Recommendation(s)/Proposed Action

The Committee is requested to note the following recommendations to Cabinet:

The Cabinet is requested to resolve:

- a) subject to final discussions with the potential partners, that if those discussions do not raise any unmanageable obstacles, officers be empower to enter into a Shared Services arrangement with the two Council's to commence a joint procurement on behalf of other local authorities, to confirm the project business case and select a private sector partner for the Local Government Shared Service joint venture, to provide not only transactional services but also wider professional advice.
- b) That responsibility be delegated to the lead commissioner for shared services, in consultation with the Strategic Director of Resources, along with equivalent representatives from the other two Councils, to proceed with the procurement up to the selection of a preferred bidder. At this stage a report will be brought back to Cabinet for decision.

3 Community Strategy Priorities

Shared service arrangement link to the effective and efficient running of the transactional functions of the Council. The aim is to deliver top quartile performance and lowest quartile costs. Some of the transactional function, including benefits and customer services, will support some of the more vulnerable members of the

community, but by driving out costs will overall will enable other front line services to continue to meet the needs of the Borough, hence supporting all of the beneath.

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

4 **Other Implications**

(a) Financial

The financial implications were contained in last report and reflect in the budget strategy approved at Full Council meeting in February 2009. If the scope of the shared service arrangement is enhanced to include wider professional advice services, then the level of resources allocated may need to be reviewed. A joint business case across the three founding partners is currently being drawn up, and if different levels of resources are required a revised report will be brought back for member attention.

(b) Risk Management

There are significant risks as well as opportunities of entering into this joint venture arrangement. These are contained within the body of the report.

(c) Human Rights Act and Other Legal Implications

The Council will obviously be jointly tending to enter into a Joint Venture arrangement for the provision of services. External legal advice will be brought in where necessary to ensure the process and arrangement entered into protect Slough's interest.

(d) Equalities Impact Assessment

Under current UK equalities legislation, all public authorities must promote equality of opportunity in respect of race, gender and disability in terms of service delivery and employment. There is also a legal requirement to consider the impact policy decisions have on service delivery and employment, via equality impact assessments. In entering into a shared services arrangement with Cambridgeshire and Northampton, Slough Borough Council will need to take into account the impact that this will have on both on its existing and future services to local residents, and to its staff.

The shared services project will need to ensure that there is an agreed process for Equality Impact Assessments as it proceeds. Detailed proposals for those services identified as being suitable for a shared services arrangement will need to be subject to an Impact Assessment Screening, and a full impact assessment where a significant adverse impact has been identified.

As details of the proposal become clear these will be checked again, but it is not envisaged that there will be any concerns arising.

(e) Workforce

With the setting up of a joint venture organisation there will be TUPE transfer issues of staff in the affected areas moving into the JV. More detail of these will be provided as the proposals are progressed.

5 Supporting Information

- 5.1 Shared services is not a new practice, in fact Slough already has a number of shared service arrangement with other Berkshire authorities going back to the disaggregation of the former County. However recent government initiative linked back to the Gershon efficiency review have been pushing local authorities to consider shared services, particularly for back office functions as a way of driving out costs.
- 5.2 Slough has been keen to be at the for front of the shared services arrangements, if they are right for Slough, to enable it is have maximum influence over what they are like, rather than be pushed into an arrangement that may not suit our needs.
- 5.3 Following members approval to the commencement of the arrangement officers had flagged that key staff across the organisation would need to be released to input into the venture to ensure that we have the right governance arrangements in place. Key tasks which will need to be completed to enable this approach include:
- Further refinement of the business case and financial model (including scope definition, costs and affordability modelling, and risk and investment modelling)
 - Defining and agreeing the governance of the joint project (including budget and resource management, roles and approvals, milestone tracking, risk management, and joint and several legal advice and sign-off, exit strategies)
 - Developing the procurement strategy and evaluation criteria, specifying adviser needs and procuring external advisers, preparing for the competitive dialogue, and preparing documentation
 - Preparing the service definition, collecting data and developing specifications
 - Confirming the commercials and operating model for the joint venture (including joining routes, costs and risks, financials / commercials / payments mechanism, contract and contract management, Memorandum and Articles of Association, shareholding agreement, local authority powers, legal structures, indemnities, policies, governance, employment issues, contract and framework, risk, and branding)
 - Defining the requirements of the retained organisation, including contract management/client arrangements.
 - As outlined in the EU Directive up to the selection of a preferred bidder.
- 5.4 The three authorities have been working in partnership to develop the LGSS vision and evaluate a range of delivery options. The original business case for LGSS present to members in December is currently being revised and updated to reflect both the joint position of the partners and recent developments around the potential scope of services to be provided.
- 5.5 The purpose of the LGSS is in simple terms to:

- Reduce the overall cost of corporate support services for the founding partners, through sharing investment, economies of scale, process optimisation, service redesign and service consultation.
- Provide high performing support services that are specifically designed to meet the needs of local government using best practice: and
- Potentially generate profitable revenue from offering support services to other public sector organisations that seek a viable alternative to traditional outsourcing. (although there will be no assumption around income in the business model, this will need to stand alone for the three founding partners)

- 5.6 A joint governance structure for the LGSS is in place and includes a Strategic stakeholder Board including the Senior Responsible Owners (SRO's) for the programme, the Chief Executives and the Leaders and/or Responsible Cabinet Members from each of the authorities. In addition there are a number of operational boards responsible for managing the delivery of the proposed LGSS.
- 5.7 The three authorities have sought independent commercial, procurement and legal advice from jointly appointed advisors, Deloitte's (Procurement) and Sharpe Pritchard (Legal). Support has also been received from 4P's, the central government agency which supports local authorities with partnership and project delivery.
- 5.8 The three Councils have also appointed a joint programme manager to drive the project forward.
- 5.9 Initial high level briefings were held for internal staff and this has been supported with the intranet and grapevine update. Officers have also met with Trade Unions and kept them abreast of progress. Work shops were also held on 26 and 27th March with the wider professional advise staff to consider the potential scope for LGSS.
- 5.10 The notes presented by the various professional support services in relation to their service areas can be seen attached at appendix A. In principal, although there were lots of concerns and issues that need greater understanding, there were no areas at this point that should be ruled out of scope.
- 5.11 So, at this stage, it is recommended that all transactional and professional advise services are in scope, unless during the procurement process it is proven not to be suitable to include them in scope. It is important that the Council's are clear on this as it will need to be defined within the OJEU.
- 5.12 Having said this, the Strategic Stakeholder board had to consider three options for service delivery, and the recommendation was to pursue option 3.
- Common scope transactional services only
 - Common scope – end to end including all professional support services
 - Different scope.
- 5.13 Different Scope is based on the three partners transferring and buying back different services. Potentially LGSS would be able to offer a complete range of services to new customers.

Opportunities	Issues
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<ul style="list-style-type: none"> • Support the development of a professional services culture, and offering a wider range of staff development / progression opportunities • Ability to achieve financial benefits for the organisations that transfer and buy back common services through pooling professional resources • Potential customers would be able to see that the service offering can be pragmatic and varied (i.e. it is possible to select specific services, not buying everything) 	<ul style="list-style-type: none"> • Inconsistency of service transfer and take up could reduce the credibility of the venture. It could create the following questions “why is the service not good enough for and shared by all the founding partners?” <ul style="list-style-type: none"> ○ Staff within the organisations that are transferring compete services may resent and challenge why this solution is not appropriate for the other partners ○ Potential customers may be concerned that the founding partners that do not buyback certain services made the decision due to poor quality or costly provision. • Required a more complex profit sharing model to recognise the different levels of resource and investment contributed by the founding partners. • A different view of scope could appear to demonstrate a different aspiration and ambition for the service.
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5.14 The strategic stakeholder Board endorsed a number of recommendations in relation to the structure and scope of the proposed LGSS that are summarised below.

5.15 That we pursue the creation of a LGSS Joint Venture Company, with the three founding Councils having the majority equity share, which is consistent with the vision of a Shared Service designed by Local Government for Local Government.

5.16 That the LGSS is more likely to be successful if the range of services it offers is broader and includes end to end processes including professional advice than a purely transactional service, hence the internal workshops. Sloughs current view of wider ranging services fits with NCCs. CCC have confirmed that they intend only to transfer common transactional services.

5.17 That the LGSS is more likely to be successful if we use staff with local government expertise to deliver these core corporate services rather than outsource the provision of these to a 3rd party, again consistent with the vision of by local government for local government.

5.18 The range of services that we expect the private sector partner to provide as part of their role in the joint venture has also been further defined and is focussed mainly on

hosting of the Oracle Solution and marketing the LGSS and transactional support services to new customers:

- Oracle software hosting and maintenance etc – this contact will generate regular income for the partner
- Oracle development, enhancements and optimisation
- Marketing 0 active promotion of the LGSS to the sector, based on the LGSS being the private sector partners primary route to market within the sector.
- Commercial support to negotiate and close commercial deals with new customers
- Operational transition support for new customers to the LGSS, and for any support required to support the founding partners to the LGSS
- Potential to deliver minor elements of transactional business process for the LGSS that are not customer facing, for example document scanning or bulk printing.

5.19 The development of LGSS is seen as having three key stages:

- Phase 1 Operational Convergence and Procurement – the three authorities work together to align their processes to best practice, future proof joint designs, develop the Oracle ERP solution through an agreed roadmap, deliver cashable savings where possible through shared service operations, whilst procuring an effective private sector partner for the LGSS
- Phase 2 Optimisation and Stabilisation – having appointed a partner, a joint Venture Company (JVCo) is set up to deliver the LGSS and optimise processes / operations. This phase will see the service stabilised and promoted to the market.
- Phase 3 Growth and Improvement – the service continues to be improved and developed, with new authorities able to become contracted customers through the framework agreement. The LGSS JVCo will also be able to bid for new customers competitively.

5.20 Further to the original soft market testing carried out by NCC and CCC, recent informal approaches to suppliers and other experts indicate that there would still be interest from private sector suppliers in bidding to join the LGSS as a minority equity shareholder, following the development of the authorities vision for LGSS.

5.21 Indications are that there is now a much greater degree of interest from other local authorities and public sector bodies in a shared offering such as LGSS. Shared services continues to be a significant part of the national governments efficiency agenda and further pressure is likely in forthcoming comprehensive spending reviews (CSR's).

5.22 Following the appointment of the joint program manager, a detailed project plan has been produced, risk register refreshed and the governance arrangements refreshed, to ensure that the timescales are realistic and deliverable.

5.23 Work is continuing on preparing for the issue of an EU procurement notice based on the above assumption during the summer.

5.24 In light of the above changes in respect of both the scope and the LGSS set up, the original business case and financial implications presented to cabinet in December are being updated. This is being led by Cambridge on behalf of the three organisations and will be presented back to cabinet in June. It is possible with the

scope widening that greater resources are required to be invested at the set up stage, but that greater returns are able to be deliver through the venture.

6 **Conclusion**

This report outlines the developments to the opportunity Slough has to commence a joint procurement with two other Council's on behalf of other local authorities and select a private sector partner to enable the creation of the Local Government Shared Service joint venture.

7 **Appendices Attached (if any)**

A Feedback from support service work shops.

8 **Background Paper**

None

Finance and Business Support

Services			
In	Out	Mix	
		✓	B, Monitoring
		✓	Closure of Accounts
		✓	Statistical returns (Govt returns)
			Grant Management
		✓	B. Build
✓			Challenge critical
			Supporting projects
	✓		Integral part of service management teams
			Co-ordinate ./ disseminate financial management information
			Re- modelling of service delivery
			New initiatives (local)
			Professional support and expertise
			Main conduit for DSG- School Forum – Local

Service is designed with customer in mind (*ABH comment)

We know that our Customers / departments want, more of what they currently get
 - G7B/ Club/ Decs

- Added value
- Personalisation
- Critical challenge

- Finance £ under pins all service delivery
- Reducing £ in the future
- Slough history tells us there is volatility – strategy actions locally to bring in line
- Can we afford to loose control who pays – LGSS?

Democratic Services

Electoral Registration-

Possible?
Local circumstances
Joint ERO?
Standard/ Process/ Canvass

Elections

Postal Vote Issue/ opening
Standard process
R.O. Needed for each

Committee Servicing

Agenda Prep/ Printing/ Circulation
Attendance/ Minuting
Procedural / Constitutional advice

Would require constitution to be same and political makeup/ Local consultations influence

Modern Gov- Templates
 Good practice
 Benefits

Member services Civic- Majority
 Support- Equipment - Laptops and support
 IT- Web pages for members and maintenance

Code of conduct statutory safeguarding etc

Training and Development

Benefits?
Core elements poss.

Member Allowances-

No - costs of travel etc local knowledge and circumstances
Payment = Payroll, all schemes local

Remuneration Panel

Possibly establish one for all 3 authorities

Standards Committee-

Investigations
Complaints (Legal) Yes
Local knowledge needed

Assessment and Determination
No

Constitution

Comm to all? No
Local considerations and procedures

Tender opening

No

School appeals

Common people clearing
Pressure point summer appeals
Local knowledge
Procedures
Costs on shared panel members

Economic Development

1. Services

A- Economic Development

- ✓- Policy and Strategy and Information
- ✓- Delivery – Employment and Skills and Enterprise
- ⊕✓- Leadership and Partnership working

B- Voluntary Sector

- ✓ - Vol sec strategy / policy
 - ✓- Grants administration
 - ⊕ ? ✓- Partnership / Leadership/ Compact allocation
- Equalities and Cohesion
- ✓- Policy and Strategy – Advice legislation
 - ✓- Partnership

Concerns

- Local Knowledge
- Political / Cultural
- Relationship building
- Key person dependency

Human Resources

1. Policy Development

- Legislation- In
- Best practice/ operational – In
 - Difficulties
 - Priorities
 - Cultures

Logistical Issues

- Agreement
- Sign Off
- Consultation
- Communication
- Embedding

2. Advisory

- General advice – In
 - Telephone / email
- Complex cases- ?
 - Management support
 - Knowledge of the organisation
 - Precedent
 - Local Arrangements
 - Physical attendance at meetings
 - Case references

3. Employee Relations?

- Complex organisational arrangements
- Ad-hoc informal
- Adversarial element

4. Recruitment of senior posts?

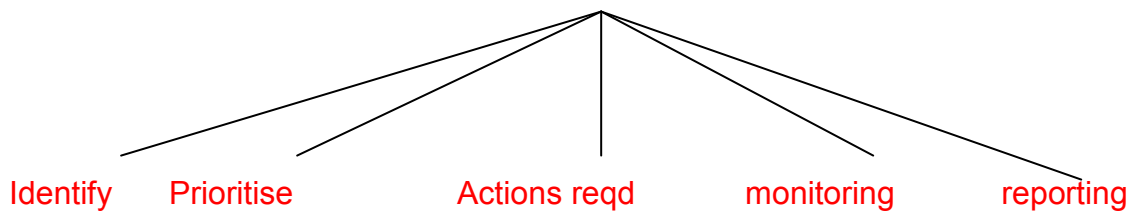
- Control at director and member level to oversee processes

5. Occupational Health- IN

- Counselling services
- Contract management on site

Risk Management (IN)

Facilitisation



Partnership RM ?

6. Project teams- IN

- General advice to cross cutting projects

7. Workforce planning – succession planning- IN

- Understanding data and structures

Legal Services

Legal

LLC

Litigation

Property of contracts

Land Charges

- Local Authority Searches (Con 29)
- Maintain statutory register (LLC1)
- Street naming and numbering
- LLPG - Gazette
- Personal Searches

In or out of scope

- 1) CC do not have LLPG and District Councils/ unitary maint LLC
- 2) Would need access to systems of clients
- 3) Clients would need to maintain their systems to ensure information up to date
- 4) Local knowledge important for accurate search
- 5) Part statutory
- 6) Possibility of shared overheads
- 7) Good possibility for Shared Service

Legal Services / Service description

Litigation

- Housing possession
- Debt claims (complex)
- Disrepair claims
- Housing needs
- Social Care
- JRS
- SEN
- Land Tribunal
- Leasehold valuation tribunal
- Employment tribunal

Property Contracts

- Council House Sales

Prosecution

Housing benefit prosecution
Trading standards
Planning
Environmental health
Licensing *(and appeals)
Highways
Failure to respond
Non school attendance
CC appeals
Recovery of assets
ASBOS/
Commercial leases
Consent to Assign
TPO's

- Stopping mp orders
- Voluntary registration
- RTO's
- Planning Agreements
- Sales Including Auctions
- Acquisitions
- Consultancy contracts
- Compromise agreements
- Bespoke contracts

High Ways agreements
 Enforcement notices
 Street licences
 Contract dispute
 Standard form contract
 CPO's

Advice

- | | |
|---|--|
| <ul style="list-style-type: none"> • Licensing • Immigration status • Schools • FOI/ DPA/EIR • Planning • Standards • Contract compliance
(without constitution) • Statutory powers • Proactive work eg local housing co | <ul style="list-style-type: none"> • Employment • Mental health issues • Procurements • Care needs • Committee Work • Member training • Complex land ? and development • Adult Social Services |
|---|--|

Work not currently undertaken

- Child Protection legal work
- Insurance claims
- Personal injury
- Routine Debts
- Council Tax Recovery

Consideration:

Area based work eg courts

In/ out Scope

All in as difficult to develop expertise for advice without doing transactional work . Jobs currently are part of transaction part advice.

PROPERTY SERVICES

	Y- (Advice)	N- (Locality)
FXA01		
FXA02	? Is FA module in Oracle adequate	N- Local knowledge
	Y	
FXA03	Y- (Advice)	N- Locality
FXA04	Y	
FXA05	Y	
FXA06	Y	
PM01	Y- Advice	
PM02	Y- Advice	N- Locality
PM03	Y- Advice	N- Locality
PM04	Y- Consistency	N- Validation
PM05	Y	N- Validation
PM06	Y	
PJ01	Y	
PJ02	Y- In theory	
PJ03	Y	
PJ04	Y – In theory	
PJ05	Y – In theory	
PJ06	Y – In theory	
PJ07	Y	
PJ08	Y	

Looked at all key activities of PS
 Fixed assets
 Property management
 Projects

Distinguish between Strategic and Transaction

Local knowledge needed with level relationships with members harder to do and customers	Distinguish where degree of local knowledge required eg office moves and soft services activities
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Concluded: Most activities could be transaction based

If... set up correctly opportunity to define best practice across a range of activities subject to the caveats above, eg Corp L.L

Nervousness about capability of the Oracle modules to support effectively . Are there better systems on market (IPF?)

Cost benefit of some local based services may be hard to justify , eg opps structures for F.M CCTV
 Interserve
 Validation of local maintenance works

TRANSFORMATIONAL AND CHANGE MANAGEMENT

Service , Equalities, and Diversity	IN/ OUT	Justification
	Out local Equalities policy function	Needs to take note of local circumstances
		Professional , consultancy , Potential management of framework
Performance	In?	Benchmarking/ Analysis
	Out	Monitoring, performance reporting
	In	Common PM framework, reporting common languages
Training and Development and O&D	In	Common design/ Syllabus . Generalist training
	Out	Physical delivery
	In	Electronic delivery
	In	Management and Leadership development
	Out	Culture change/ OD
Kevin Gordon S213		

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 16th April 2009

CONTACT OFFICER: Andrew Blake-Herbert, Strategic Director of Resources
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Roger Parkin, Strategic Director of Improvement & Development (01753) 875207

WARD(S): All

PORTFOLIO: All

PART I
FOR CONSIDERATION & COMMENT

PERFORMANCE AND FINANCIAL REPORTING FOR 2008/09

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, annual audit letter, diversity review, debt recovery and the revenue, treasury and capital monitoring position to January 2009.

2 Recommendation(s) / Proposed Action

The Committee is requested to note the following recommendations to Cabinet:

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

- i. Performance
- ii. Annual Audit Letter 2008
- iii. Diversity Review
- iv. Customer Service Centre Performance
- v. Human Resources – Qtr 3 Statistics
- vi. Agency and Consultancy Spend
- vii. Debt Recovery
- viii. Financial performance – revenue
- ix. Treasury Management
- x. Financial performance – capital
- xi. Lobbying

b) That the Cabinet is requested to resolve that the proposed revised investment limits for Nationwide Building Society and Lloyds Banking Group be approved

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 Benefit 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

i. Performance Management

- 5.1 The new National Indicator Set (NIs) replaces the previous Best Value Performance Indicators. The LAA (Local Area Agreement) indicators have been selected from the National Indicator Set and agreed by GOSE. The agreed list was published at the end of May. The Council will be assessed against its performance against all 198 indicators through the Use of Resources Assessment.

- 5.2 At the point of sign-off in June 2008, a number of LAA targets (12) remained incomplete. As such there were elements of individual targets (baselines and incremental targets over the three-years) which still had to be negotiated and agreed. This was due to a number of factors including insufficient information being available at that stage (including the absence of Place Survey data [available in February 2009], the absence of data stemming from the TellUs survey [released in December 2008] and the series of definition related updates for those indicators originally designated as place holders.
- 5.3 Based on discussions held at the LAA Refresh/Review Development Group the following 3 indicators have been identified as being particularly vulnerable to the recession and will be subject to renegotiation with GOSE, these indicators are:
1. NI 16 Serious acquisitive crime
 2. NI 20 Assault with injury crime rate
 3. NI 152 Working age population claiming out of work benefits
- 5.4 The Council wide Balanced Scorecard has been produced giving performance information relating to the third quarter of the financial year. The purpose of the report is to inform Members of the Councils overall performance in critical service areas. The latest version can be seen in Appendix A.
- 5.5 It is intended to use this report to highlight areas where performance may need improvement (red indicators) and the proposed corrective measures to address such issues. Officers are currently aligning the budget setting and business planning process and a revised approach to service planning is currently being introduced across the Authority.

Areas of Good performance:

- 5.6 **Direct Payments** - Slough continues to provide increased choice and control to a significant number of clients and carers through provision of services via direct payments. As at February 2009 there were 362 service users and carers in receipt of direct payments. This level represents an increase of 110% since 07/08 outturn of 172 users. Early benchmarking provisionally shows we are performing well comparatively.
- 5.7 **Affordable Housing** - The Council is addressing the important issues facing the area in a sustainable way as can be seen by the targets for providing affordable housing. These are being exceeded, since the projected supply for 2008/09 of 199 homes is better than the target of 152 homes in the LAA.
- 5.8 **Recycling** – Recycling rates are recently showing noticeable improvement with performance in December reaching a rate of 31%. This represents an improvement on the recycling rate of 24 per cent in 2007/08 and recent trends suggest that the LAA target of 26 per cent will be met. With the projected increase in the recycling rate this means that the Council is in a strong position in respect of the Landfill Allowance Trading Scheme (LATS). Further work to improve the recycling service

for flats is being introduced to build on the 100 per cent kerbside collection rate. Also the Council promotes good practice through its work in schools. With three civic amenity sites in the Borough and well organised collection of trade and other waste in place, the Council has the opportunity to improve its position further in respect of waste minimisation.

Areas requiring improvement:

5.9 We have narrowly missed our 08/09 LAA target of 18.9% adults aged 16 plus participating in moderate and some light intensity sport and recreation for 30 minutes three or more days a week. Although this represents a slight drop against an outturn of 19.4% in 05/06, some of the other Berkshire authorities have seen larger reductions. Also please note that this is a survey (Active People Survey) based indicator administered by Sport England hence direct influence is more difficult. However the Slough Sport and Physical Activity Forum which has been set up have developed an action plan which caters for different ages and groups to encourage participation across the board. Other areas requiring improvement which are directly in our control include % undisputed invoices paid within 30 days, qtr 3 outturn 85.7%– target 90% and average queue time at my Council (front of house), where qtr 3 outturn was 58mins and the target is 30mins.

ii. Slough regains its three star rating

5.10 Slough has recently received its final star rating under the comprehensive Performance Assessment and has regained its three Star rating. An extract of the position is shown below:

Slough Borough Council Comprehensive Performance Assessment (CPA) scorecard 2008 - Overall performance for this Council

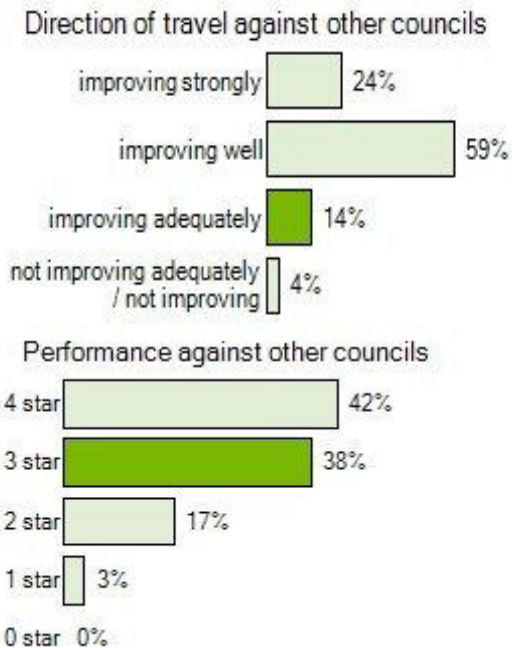
5.11 This is a council that is **improving adequately** and demonstrating a **3 star** overall performance



Improving Adequately



Three star performance



Direction of travel

5.12 The progress Slough Borough Council has made in the last year:

Direction of travel	2005	2006	2007	2008
This assessment indicates the progress being made, or otherwise, to achieve Improvement.	improving well	improving well	improving adequately	improving adequately

5.13 The following summary has been provided to support the 2008 direction of travel assessment:

Slough Borough Council is improving adequately and is now much better placed to deliver improvements in future. It has maintained high standards in education. Outcomes in social care are excellent. Some poorer performing services have improved, including benefits, transport and housing. Customer services are better. Slough's increasingly diverse community gets on well together. Recycling rates have recently started to noticeably increase. The Council is actively addressing community safety issues but this is not yet reflected in good performance. Improvement has not always progressed as planned and has not been as fast as other councils in the past year. However, the Council has reorganised the way it works, strengthened dialogue with local people and is investing in areas that are important to them. It is developing better plans and investing in systems to support service delivery. The Council provides good value for money even though

available estimates of migrant numbers for calculating the population, upon which its funding is based, are acknowledged to be inadequate. Opportunities to significantly improve value for money through partnership working are actively being pursued.

Use of resources

5.14 How Slough Borough Council manages its finances and provides value for money:

Use of Resources	2005	2006	2007	2008
We have assessed how well the Council manages its finances and provides value for money.	2	2	3	3

5.15 This use of resources judgement is drawn from five individual judgements provided by the Council's appointed auditor:

Auditor judgements	2008
Financial reporting	2
Financial management	3
Financial standing	3
Internal control	2
Value for money	3

Service Performance

5.16 How Slough Borough Council's main services perform:

Service area	2005	2006	2007	2008
Benefits – The Council's performance in providing housing and council tax benefit services as assessed by the Department for Work and Pensions and is based primarily on achievement against the 2005 housing benefits/council tax benefits performance standards.	3	3	3	4
Children and young people - The Council's performance in providing children's services, such as children's education and social care. The joint assessment is made by the Commission for Social Care Inspection and Ofsted following a review of the Council's overall performance and key indicators.	3	3	3	3
Culture - The Council's performance in services, such as libraries and leisure, as assessed by the Audit Commission.	3	2	2	2

Environment - The Council's performance in services, such as transport, planning and waste, as assessed by the Audit Commission.	2	3	3	3
Housing - The Council's performance in community housing and, where applicable, housing management services, as assessed by the Audit Commission.	2	3	1	3
Social care (adults) - The Council's performance in adult social care services. The assessment is made by the Commission for Social Care Inspection following a review of the Council's overall performance and key indicators	3	3	3	4

Corporate Assessment

5.17 How Slough Borough Council is run:

Corporate assessment	2005-2008
In assessing how the Council is run, the Commission considers what the Council, together with its partners, is trying to achieve; what the capacity of the Council, including its work with partners, is to deliver what it is trying to achieve; and what has been achieved? Under CPA - The Harder Test, corporate assessments were undertaken once for each single tier and county council between 2005 and 2008.	3

5.18 From April 2009, the CPA will be replaced by the Comprehensive Area Assessment which will focus on how effectively local partnerships are working together to deliver local people's priorities.

iii. Equalities and Diversity Peer Challenge Review March 2009 – Level 3 Status Attained

5.19 A Diversity Peer Challenge organised by the Improvement and Development Agency (IDeA) was carried out by its trained peers in March 2009.

5.20 The report satisfied the requirements of the Equality Standard for an external assessment at level 3. The Peer Challenge is designed to validate a council's own self-assessment at level 3 of the Equality Standard, by considering documentary evidence and by carrying out a series of interviews and focus groups with employees and other stakeholders.

5.21 The basis for the Peer Challenge is a benchmark which incorporates the set criteria of the Equality Standard at level 3. The benchmark focuses on four key areas: Leadership and Corporate Commitment; Community Engagement and Accountability; Service Delivery and Customer Care and Employment and Training.

5.22 The Peer Challenge is not an inspection; rather it offered an external assessment of the council's own judgement of itself against the Equality Standard benchmark, by critical friends who have experience of delivering an equality/diversity agenda in their own councils.

5.23 The Peers were:

Cllr Andy Matchet – Coventry City Council
Jane Brown- London Borough of Waltham Forest
Patricia Adley – Consultant Peer
Jessica Linacre – Stevenage Borough Council (Shadowing)

5.24 Following this Diversity Peer Challenge, the following conclusion was reached:

Slough Borough Council has completed a satisfactory self-assessment against the criteria for level 3 of the Equality Standard. Strengths and any areas for improvement identified by the peers are highlighted in the attached detailed report Appendix B.

5.25 Key findings of the report indicate that Slough Borough Council is in a strong position to further develop its policies and practices to attain Equalities and Diversity levels 4 and 5 respectively within the next 3 to 4 years

iv. Customer Service Centre Performance

5.26 With the exception of the foot fall, each of the attached reports is for the period 1st March 2008 to 28th Feb 2009.

Ward analysis

5.27 See appendix C i. This identifies where the customers that contact My Council live in the borough, cross referenced with the service they are accessing.

5.28 This report is used to help analyse areas of our community who are and are not accessing the various services, so we can consider looking at different ways of reaching the hard to reach group like areas that would benefit from remote site services. For example, if we saw a large volume of disabled people wanting blue badges in Cippenham, we might think about providing a one day a week blue badge service actually based in Cippenham.

Ethnicity report

5.29 See appendix C ii. This report breaks customers down by the original 4 strands, ethnicity, gender, age and disability.

Footfall

5.30 See appendix C iii. This report can only be run for one day at time, not a date range, but it is what is used to examine the times people access our services, firstly so we can review opening times, but secondly so we can roster the staffing to fit with the busiest times.

5.31 A number of improvements to approach have recently been implemented at My Council to improve customer experience.

- The 24/7 self service system has going live, where either on the internet or by telephone individuals can walk themselves through some standard enquiries without the need to talk to a customer services officer. The aim of this is to free up their time to deal with the more complex queries.
- Secondly the telephone queuing systems has been changed, so if a client has to wait longer than 30 seconds, then the individual has the choice of continuing to wait, or leaving a message which will be responded to within 24hrs.

Top 50

5.32 Members will recall that Council won an award to be in the top 50 customer services centres in the Country across both the public and private sector, following My Council being mystery shopped by 300 customers.

5.33 Detailed feedback was received across a broad range of category, for example, technical knowledge, timeliness, soft skills, which enable us to target our training this year in order to raise our standards and hopefully do better this year.

5.34 The programme has generated positive publicity both for the council and for Slough, contributing towards the 'Proud to be Slough' campaign, and has significantly contributed to the motivation of the team.

5.35 On the back of this officers at My Council have been invited to join various prestigious groups, eg Directors Club, Strategic Directors Club, which comprise of around 25 'leading experts' in customer service across all industries. Only around 4 other public sector organisations in the UK have senior managers on these groups which meet every quarter to discuss challenges and strategies within the customer service arena. This not only helps further enhances the reputation of SBC and the town, but also gives us an insight into new initiatives that others maybe undertaking.

v. Human Resources

5.36 The HR statistical information attached in Appendix D outlines the HR Statistics for Quarter 3 (1st October – 31st December 2008).

5.37 In relation to this quarter's statistics areas to particularly note include:

Turnover – This continued to show a downward trend standing at 1.7% for quarter 3 (3% for the same period last year). With the current economic downturn it is anticipated that this trend will continue with a projected turnover figure for the year of 8.4%. Controlled recruitment activities restricting recruitment to statutory posts, services where minimum staffing have to be maintained and externally funded posts only will also have had an impact on this figure.

Sickness Absence – Sickness levels per FTE (2.5 days lost per FTE in quarter 3) show a positive downward trend. Continuing efforts from HR Business Partners in conjunction with line managers to manage absence/occupational referrals have positively impacted on this figure. The most prevalent reason for absence continued to be Infections. However, it should be noted that absence due to Infections/Chest/Respiratory/ Asthma are not uncommon at this time of the year and follow previous year trends.

Members will recall the particularly virulent flu bugs evident during the latter part of 2008 which created additional work for GPs and hospitals whose advice, particularly in the case of viral infection, had been to stay at home until recovered. The total salary cost to sickness was £271,094 for this quarter.

Workforce Profile – The number of staff from BAME backgrounds was augmented by 0.6% this quarter. The Asian or Asian British ethnic category saw the largest percentage increase in staff from 26.4% to 26.8%. The number of staff from a White background has continued a downward trend and current figures show -5.1% against the Slough Census Comparator (-4.5% last quarter).

The gender breakdown of the staff has remained relatively stable at 70:30 (Female/Male), with the percentage of female staff decreasing slightly by 0.1%.

The number of staff declaring a disability increased by 0.4% this quarter (total headcount of 111). Measures have been put in place to reduce the number of blanks/non disclosures reported. This has now reduced by 19.49% from the previous quarter.

Vacancies – Reported vacancy levels have dropped consistently across the authority. Work has continued to data cleanse the HR information system to ensure that surplus posts are deleted.

vi. Agency and Consultancy Spend 2008/09

5.38 The levels of spend on agency and consultancy staff has always been contentious over the years and monitoring of it continues throughout the year. Having said this there are times when the Council is required to employ agency staff and consultants:

- Difficult to recruit to roles e.g. social workers and planners
- Grant funded posts, which are for fixed periods of time
- Minimum staffing levels, where a fixed number of people are required on duty
- Where specialist advice is required
- Where it is advantageous to have flexibility rather than have a permanent appointment
- Other project specific requirements such as training or fixed term roles

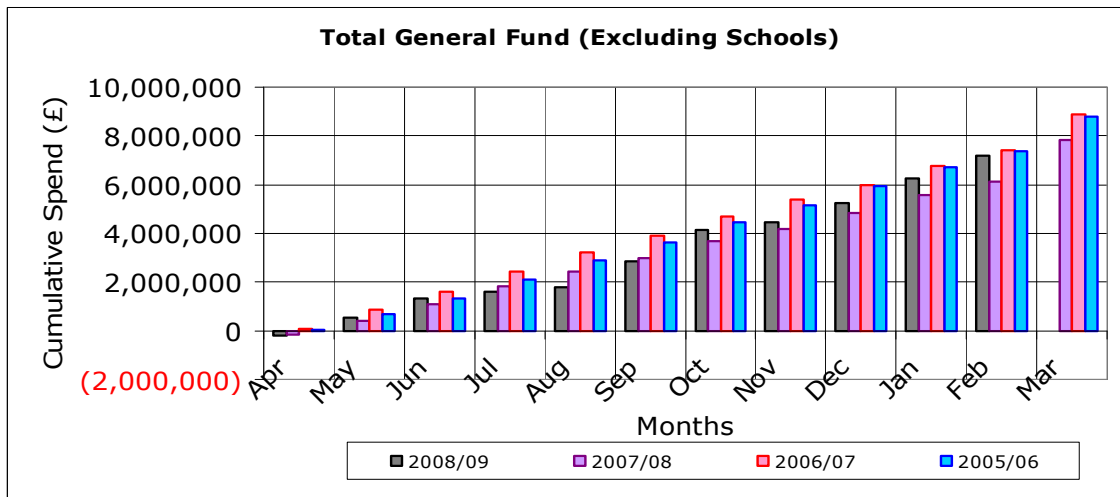
Current Levels of Spend:

5.39 The Council holds no specific budgets for agency staffing, it budgets for the Councils approved staffing level and then manages the total cost of permanent staff and agency staff within this envelope. The table beneath shows the level of spend versus the budgeted staffing levels, it can be seen the council is within its total staffing resources by over £1.1m.

Description	Total Staff Budget	Permanent Staff Spend	Agency Staff Spend	Grant Funded Spend	Over / Under Spend
	£000	£000	£000	£000	£000
Centre	20,165	18,040	1,740	0	(380)
E&CS	17,457	14,152	1,572	459	(285)
C&WB	16,157	13,076	2,836	80	(378)
G&BE	9,350	7,900	2,100	760	(110)
Total	63,129	53,168	8,248	1,299	(1,153)

5.40 It can also be seen that of the total spend on agency approximately £1.3m is actually funded through grants rather than the main stream budget.

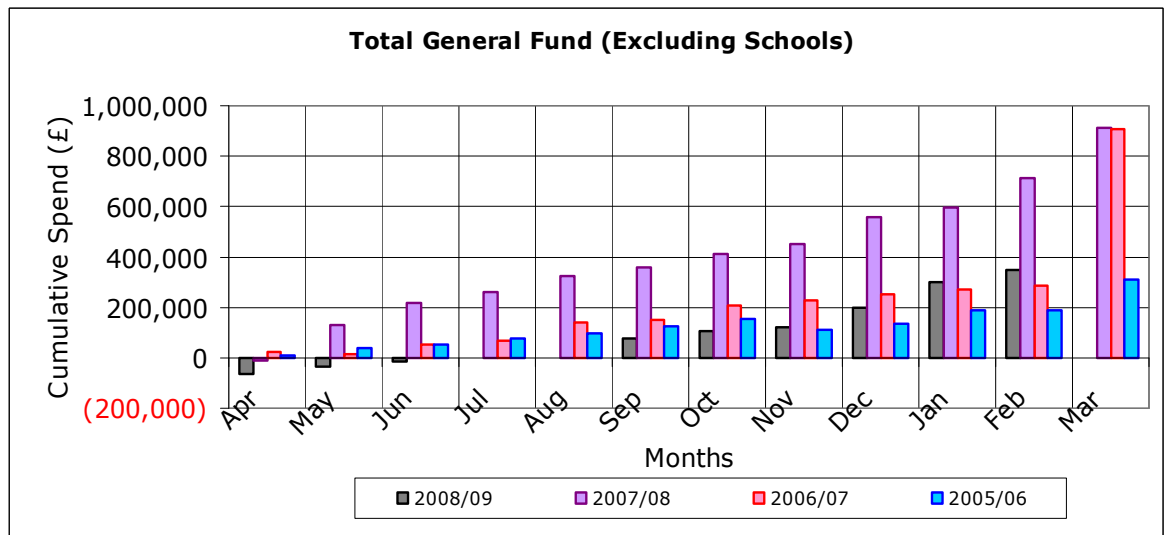
5.41 The graphs beneath show the cumulative levels of spend on agency and consultancy staff this year in comparison with previous years. Those attached at Appendix E i, break this down in the four main service areas, but due to the restructures that have taken place an exact comparison year on year will not necessarily be comparing like with like.



5.42 It can be seen from Graph that cumulative levels of agency spend in the current financial year are projected to be higher than last year, but lower than the two previous years. There are a number of specific reasons why this level of pressure has raised for current year:

- The running of the three care homes due for closure, where permanent staff are replaced with temporary staff to reduce the level of TUPE transfer to the new home provider.
- The on going pressure of existing hard to recruit to roles, such as Qualified Social Workers, Occupational Therapists, Housing Benefits Officers, IT and some new hard to recruit to roles such as planners, highways and transport staff.
- The need for interim directors for Community and Wellbeing and Education and Children's Services and a number of Assistant Director roles following the restructures.
- The continued expanding level of external funding that is time limited.
- Some staff costs are to be recharged to Capital schemes where appropriate
- Others can also be off set against additional income e.g. £200K of staff costs in G&BE are met by additional income typically in Highways.

5.43 It can be seen from Graph that cumulative levels of consultancy spend in the current financial year are projected to be lower than last year and the previous year. However in an organisation the size of Slough there will always be an on going need to bring in specialist support to help the organisation deliver its challenging agenda. A break down by directorate can be seen at appendix E ii.



Action to Control the Level of Spend:

5.44 Actions plans are in place for key areas to enable directorate to reduce the level of agency spend, these include:

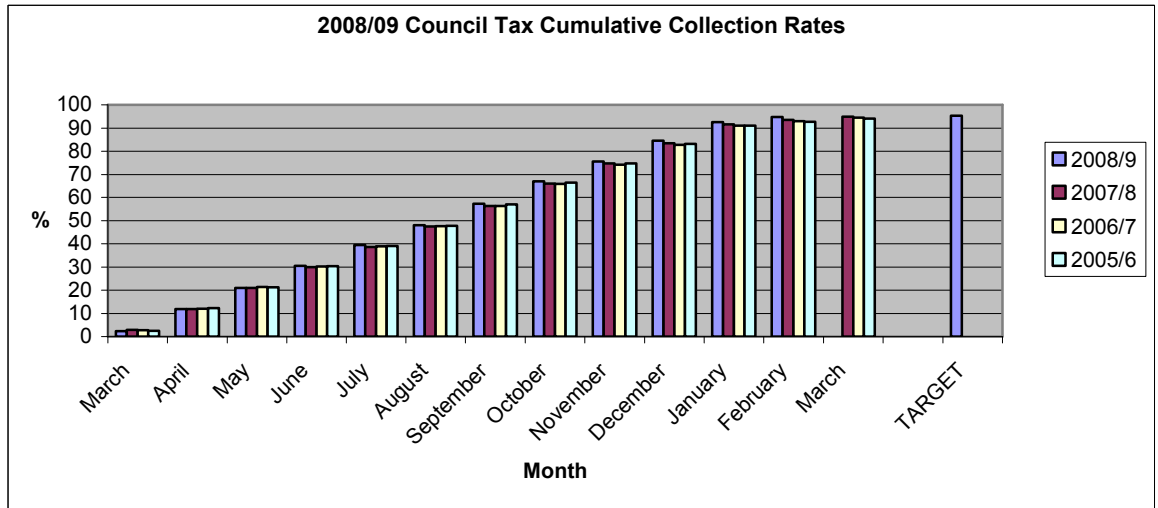
- Closure of Care Homes
- Transfer of temporary staff to permanent staff.
- Development of the Council’s Work force plan to ensure the council is positioning itself for its future needs in terms of recruitment, retention and development of existing staff.

5.45 The Council has an ongoing need to use agency and consultancy staff to support it in delivering the services to residents and the agenda of change it is working on. However along side this the Council is currently producing its work force strategy which will look at the future needs of the organisation, the policies and procedures required, the training and organisational development to move existing staff and the recruitment and retention to support getting and keeping staff.

vi. Debt Recovery

Council tax

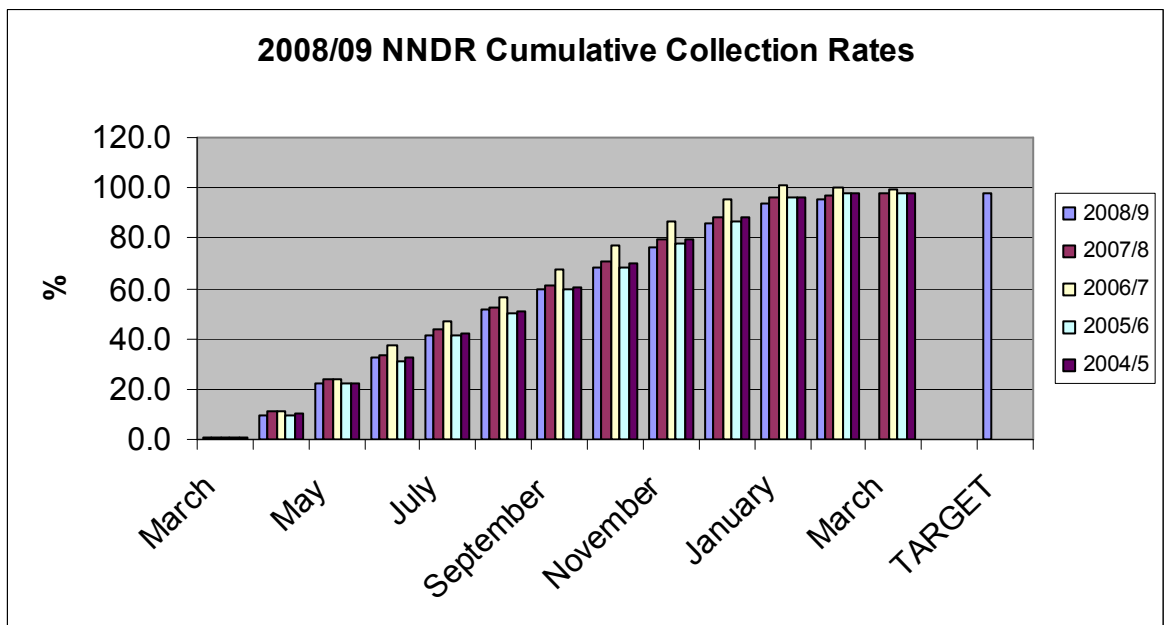
5.46 Collection is continuing to show an improved position for this time of year compared with previous years, coming in at 94.7% by the end of February 2009. This year’s performance is currently an improved in-year collection rate compared to previous years. If this trend continues it will result in an improved final position, although the current world economic situation may impact on individuals continuing ability to pay.



NNDR

5.47 Collections continue to slowdown this period, as compared with the previous four years. This may be due to resistance to the change in legislation for 2008/09 regarding the payment of full rates for empty premises.

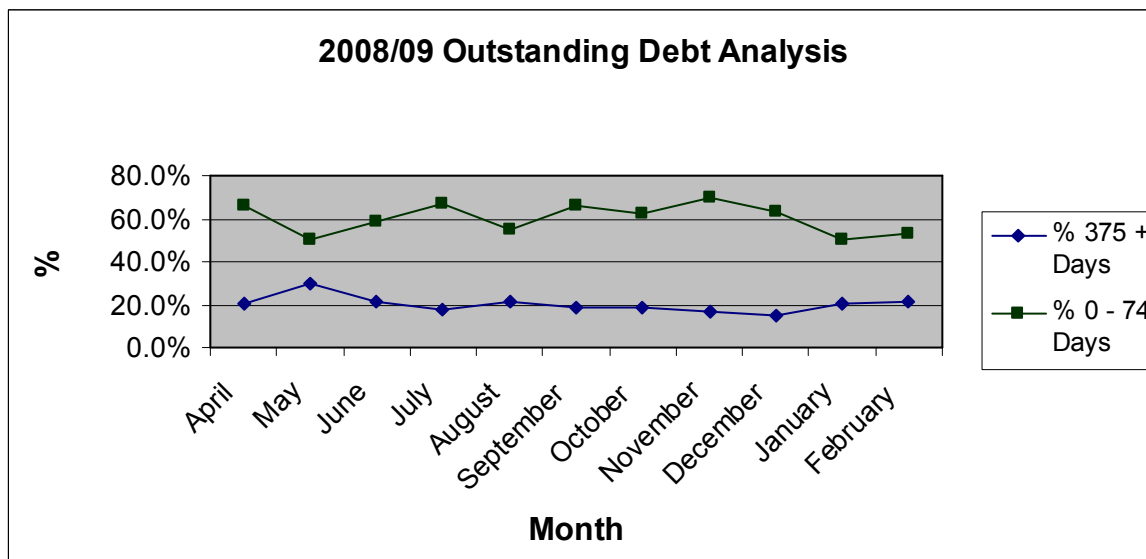
5.48 This has resulted in the amount of net collectable debt increasing by £12.2m from the previous year. This continues to place a significantly increased burden on the team and officers are reviewing the actions that can be taken to try and turn this situation round.



5.49 With respect the **Accounts Receivable** system, the Council currently has outstanding debts of £4m at the end of February 2009

5.50 Of this, approximately £2.1m is less than 75 days overdue representing 52.9% of the total outstanding debt and approximately £840k is older than 375 days representing 21% of the total outstanding debt.

5.51 **Comparison with previous years to be added**



viii. Financial reporting

5.52 The Council's 2008/09 net revenue budget is £98m. This excludes the schools' budget of £89m which is funded through the Dedicated Schools Grant.

Projected Outturn Position at 28th February 2009

5.53 There is currently a projected under spend by Directorates of £240k, a reduction of £510k from that reported to Cabinet on 9th March 2009.

5.54 Corporate pressures stand at £450k making a total projected overspend of £210k. The Projected Outturn position is analysed in Table 1 below.

Directorate	Current Budget B	Projected Outturn C	Variance Over/(Under) Spend D = C - B	Variance Over/(Under) Spend Cab (9.03.09)	Movement
	£'M	£'M	£'M	£'M	£'M
Education and Childrens Services	25.646	25.096	(0.550)	(0.530)	(0.020)
Community and Wellbeing	31.170	31.640	0.470	0.460	0.010
Green and Built Environment	26.130	25.940	(0.190)	0.180	(0.370)
Central Directorates	24.924	25.074	0.030	0.150	(0.120)
Corporate	(0.205)	(0.205)	0.000	0.000	0.000
Total Cost of Services	107.665	107.545	(0.240)	0.260	(0.500)
% of revenue budget over/(under) spent by Services			-0.22%	0.24%	
Treasury Management	(1.625)	(4.625)	(3.000)	(3.000)	0.000
Contingencies & earmarked reserves	0.117	2.117	2.000	2.000	0.000
Corp pressures and savings	0.000	1.700	1.700	1.700	0.000
Area Based grant	(7.597)	(7.597)	0.000	0.000	0.000
Total	98.560	99.140	0.460	0.960	(0.500)
% of revenue budget over/(under) spent in total			0.47%	0.97%	

5.55 Full details of variances to budgets by Directorates are set out in Appendix F to this report.

Movement in Variances Month on Month

5.56 **The Directorate of Education and Children Services** are reporting an underspend of £551k, representing a favourable change of £84k compared to last month. There are movements in variances across all their services but the most significant are:

- Raising Achievement – A small pressure within the Advisory Service budget is being offset by projected savings within the Student Support Team and Home to School Transport to give a net increase in savings of £21k;
- Inclusion – An increase within Family Supports Services has been more than offset by savings identified within the other Inclusion service areas resulting in a projected net increase in savings of 32k;

- Resources, Commissioning & Performance – Deliberate management action to target and reduce or delay areas of non essential and discretionary spend have identified small one off savings of £9k;

Schools Services – The late release of additional ABG funding and a number of activities not undertaken has culminated in a projected underspend of £25k in this area.

5.57 **Community and Wellbeing’s** overspend position has increased overall by £28k, with an increase in pressures from Adult Social Care and Cultural & Community Engagement being partially offset by savings from Business Support, Commissioning & Contracts;

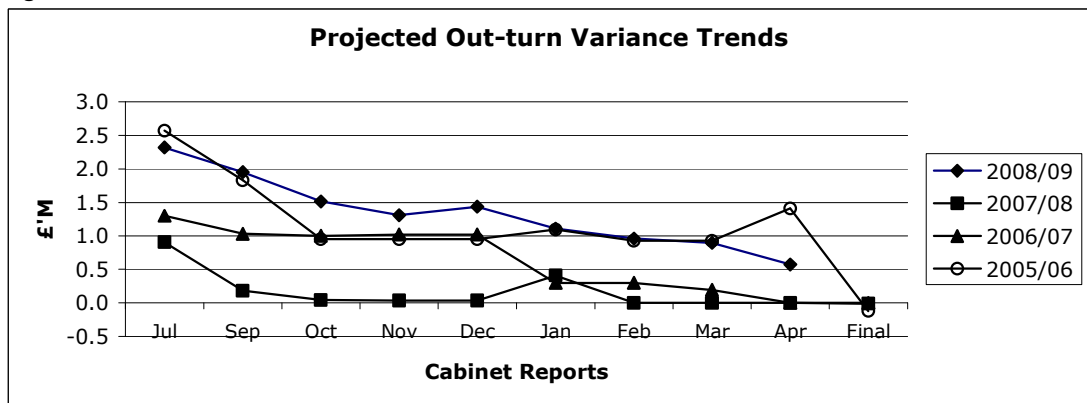
5.58 **Green and Built Environment** are now reporting an underspend of £190k. Changes from the previous month reflect further staffing savings through vacancies and the practice of delayed recruitment, along with savings around grounds maintenance and parks, where severe weather caused a curtailment of scheduled work. Expenditure has generally been suppressed and recruitment delayed, wherever possible, in order to maximise council balances. Also, reduced demand for concessionary fares as a result of recent poor weather, plus the impact of the red bins/recycling scheme have realised unexpected savings.

5.59 **LABGI:** GBE are also reporting reduced spend in relation to HMO surveys and the cost of Community Wardens. This will release approximately £30k (tbc) back to the LABGI reserve for use on other schemes as approved by Members;

5.60 **Central Directorates** are reporting an overspend of £30k with a number of savings showing across a range of service to deliver this improved reporting position since last month.

5.61 Figure 1 below illustrates the trends in Projected Outturn reported to Cabinet since July 2005/06.

Figure 1



Emerging Issues

- 5.62 The investigation into the previously reported issue regarding payment of utilities charges in respect of the Slough Schools PFI project is still ongoing. However the evidence that has been collected so far would suggest that there will be a favourable outcome for Slough BC. However until finalised it is prudent to keep this as an active issue in the budget monitoring report as any adverse variance will impact on both the Council's and Schools current reported outturn position.
- 5.63 The arrival of 12 Asylum Seekers (11 claiming to be under 18) on the evening of 24th March will have only a minor impact in the current year but will potentially have a significant financial impact on the 2009-10 budget. It is too early to provide an accurate costing as assessments need to be undertaken including the determination of the age of the arrivals, many of which are in dispute. However a prudent estimate based on the continuation of the accommodation and services provided upon arrival would be a full year cost in the region of £170k. This does not include any compensating grant entitlement as the eligibility of the individuals is still to be determined. However with such a significant influx in a single occurrence any grant entitlement will be offset by the cost of additional staff that will be required to support these clients.
- 5.64 Winter Pressures: As highlighted earlier in the year, seasonal pressures in admission from hospital and within the community continue to adversely affect the care packages budget. With the acute hospitals now at critical the service is experiencing increasing demand from patient discharges which has meant that the department has not been able to meet the cost saving policy of "1 in 1 out".
- 5.65 Cost Shunting: There is clear evidence that the PCT are reviewing care packages that they currently fund with a view to passing these back to SBC.
- 5.66 Service Risks: Pressures on front line services are emerging due to posts being held vacant to deliver savings in line with the 'Management Action Plan'. This has already resulted in some increases in staff agency expenditure where this has been necessary to ensure effective service delivery.
- 5.67 The impact of the new concessionary travel scheme in 2008/09 has led to a projection of costs for 2009/10 which has been reflected in a successful bid for additional funding. The red bin rollout has had an impact on landfill waste costs, although the scheme is still in its infancy. Negotiation of better rates with the contractor and less landfill volume may deliver savings which could help to partly offset new pressures in the service area. The service impact of enhancing the recycling scheme will also need to be monitored. New pressures across the directorate are currently being finalised and are to be discussed at Senior Management Team in April 2009.

- 5.68 This is also a potential pressure in relation to former leases on Wellington house and the costs of delapidations. Notice has been served on the Council of potential charge, larger than anticipated, with no supporting evidence that officers are currently challenging and as the position becomes cleared provision will need to be made in the accounts and this will be drawn to members attention.
- 5.69 Finally officers are currently in discussion with the External Auditors around the closure of accounts and accounting treatment of certain transaction. Members may recall that the accounts had to be smoothed last year to spend the rent free periods given on properties over the life of the lease. Well this year we are in discussions around the provision for redundancy payments. The auditors have flagged that they would like this provision made in the current financial year. Officers maintain that until people are finally writing too confirming their personal position that nothing is finally decided and that provision does not therefore have to be made until that point in time. Further discussions will happen during the closedown process.

Virements

- 5.70 In accordance with the Financial Procedural rules, virements require the approval of officers and Members.
- 5.71 One virement was processed during February 2009, for the value of £42k. This related to the budget build for additional Area Based Grants received during 2008/09.
- 5.72 The cumulative virement position by directorate as at the 28th February 2009 is given below:

Figure 2

DIRECTORATE	VIREMENTS TO DATE (£)
Education & Childrens Services	(514,620)
Community & Wellbeing	(1,194,650)
Green & Built Environment	1,304,530
Central Directorates	5,392,820
Total Services	4,946,030
Contingencies, Reserves & Other	(4,946,030)
Total	0

ix. Treasury Management

- 5.73 The Council's deposit of £2.5M with Heritable Bank, now in administration, was reported to the Cabinet on 4th December (Agenda item 3) and the Cabinet agreed to set aside £1M of treasury management surplus to fund potential impairment. The administrator for Heritable Bank has informally reported to the Creditors Committee that

he expects to be able to make a “material” dividend to the creditors. However, due to commercial confidentiality, he is not able to quantify the amounts until he makes a formal statement in April, which is likely to include timing of dividend payment.

5.74 The latest treasury management monitoring assumes a charge of £750K against the impairment reserve made up of £500K for capital (20%) and £250K for lost interest as required by the Accounting Regulations. The interest element will be credited back to the Income and Expenditure account in the following two financial years.

5.75 In addition to the £250K balance available from the impairment reserve account, treasury management Income and Expenditure account is projecting an in-year surplus of £3.3M, compared to £3.0M previously reported. The variance is due to the combination of improved cash flow profile (as result of capital spend levels reported within this report) and the money market rates, which despite the reduction in base rate to 0.5% and Government interventions and rescues, still carry a premium ranging from 35 to 100 basis points for different periods of deposit. The overall projected in-year saving is therefore £3.55M.

5.76 The Cabinet on 4th December 2008 also approved a revised treasury management policy, which allowed for deposits in banks rated “AA(+/-)”, Irish Banks rated “AA(+/-)” and covered by the Irish Government guarantee and top 20 building societies ranked by assets. Although no new deposits have been placed with Irish Financial Institutions since July 2008, the Council currently has total deposits of £5M. £3M with Bank of Ireland (due to mature on 26th July 2010) and £2M with EBS Building Society (£1M, due to mature on 31st March and 22nd April 2009). Although both institutions have retained short term highest rating of F1+ (purely on the basis of Irish Government Guarantee), the long term ratings have been down graded to “A” for Bank of Ireland and “BBB” for EBS Building Society. In addition, Fitch Ratings has placed Ireland’s sovereign rating on “Rating Watch Negative” and the capital markets seem to have lost confidence in the Irish Governments ability to manage the downturn in the national economy. This is reflected in interest rate that the Irish Treasury having to pay to raise new national debt, which has risen from 5.56% in mid-February to 5.87% in mid-March, highest for any Euro country. The long term deposit of £3M with Bank of Ireland has therefore been recalled prematurely. The £2M deposit with EBB Building Society is due to mature within the next 4 weeks and has therefore been kept until maturity. The Bank of Ireland deposit was placed when the interest rates were in excess of 6.75% and therefore, early repayment will impact on 2009-10 and 2010-11 treasury management budget. However, any adverse impact will be contained within the overall treasury management budget.

5.77 The Council also has £7M deposited with Dunfermline Building Society, which was ranked 12th by assets in UK and following the nationalisation of Royal Bank of Scotland and Halifax Bank of Scotland, was the biggest

financial institution in Scotland with close involvement with the Devolved Government's social housing delivery. It has been reported that Dunfermline Building Society (DBS) has and is likely to incur future losses arising from its commercial property portfolio and its exposure to the American sub-prime mortgages. As a result, the Financial Services Authority has determined that DBS' Core Tier 1 ratio to be below the financial threshold required and as result core parts of DBS, including retail and wholesale deposits have been transferred to Nationwide Building Society.

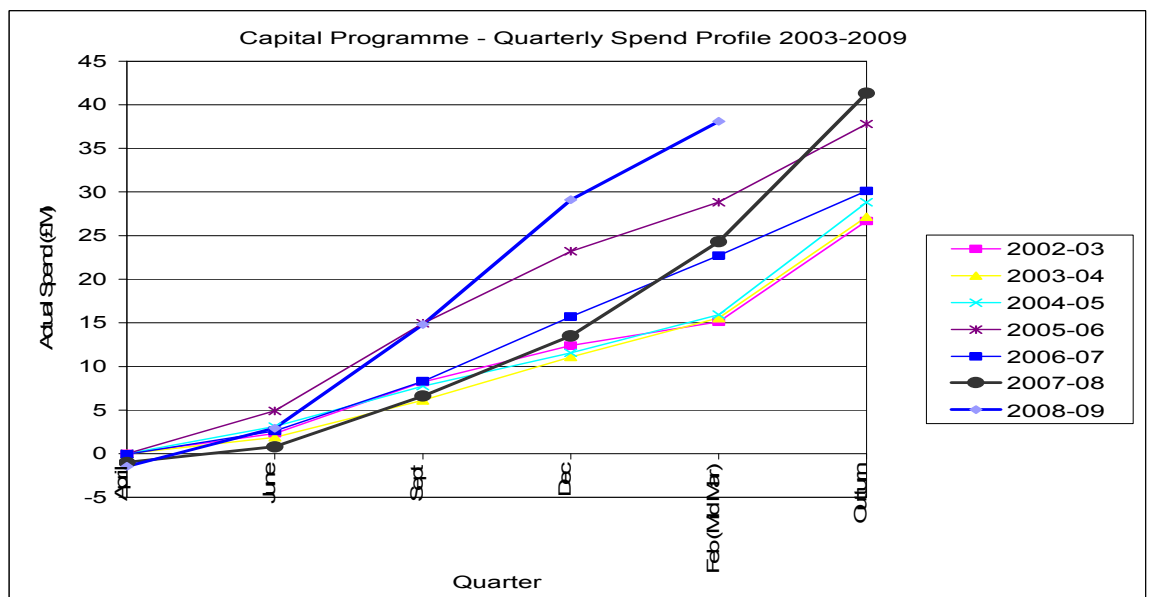
- 5.78 The Council has existing deposits with Nationwide Building Society. The transfer of deposits from Dunfermline Building Society will take the total deposit with the Nationwide Group to above the current approved limit of £10M. Nationwide is the biggest building society in the UK and its current long term rating is "AA(-)" with short term rating at F1+. It is therefore proposed to increase the overall limit to £20M. Lloyds Banking Group was created following the merger of Lloyds TSB and the Halifax Bank of Scotland. Following capital injection by the central government, Lloyds Banking Group is now 65% owned by the State and the long term rating has changed to "AA(-)" with short term rating to F1+. Whilst the total short term (call account) deposit with the group is below the current approved limit of £10M, it is proposed to increase the overall group limit to £20M, split into £10M for the "call account" deposits and £10M for fixed term deposits, mainly less than 12 months. This would provide the necessary flexibility and avoid having to place deposits with much smaller building societies.
- 5.79 The Audit Commission on 26th March published results of its in-depth examination of local authorities' deposits in the Icelandic banks. The report, "Risk and Return" is some 60 pages long and contains various recommendations for Central Government, CIPFA and local authorities to improve treasury management processes with emphasis on risk management. In summary, the Commission reports that the majority of Councils acted properly in managing their investments and were alert to the risks. However, the report also describes 7 local authorities as "negligent" during the days leading up to the collapse of the Icelandic banks on 7th October 2008. The report also found that most local authorities with exposure to Icelandic banks had been following the CIPFA code. However, the Code should be strengthened in areas such as emphasising the need to consider risks associated with countries or sectors as well as institutions. A fuller summary of findings and recommendations can be found in Appendix G.
- 5.80 CIPFA is expected to issue a revised treasury management code and guidance later this summer which will include findings of the Audit Commission and recommendations from the Communities and Local Government Select Committee. This will be reported to the Cabinet at later date, including implementation of recommendations and changes to the Council's treasury management policy.

x. 2008-2009 Capital Programmes Monitoring to 13th March 2009

5.81 The actual capital spend to Mid March 2009 is summarised below with details on the “High value/Priority” schemes shown in Appendix H. These also show a 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 31st March 2009”. Prudential indicators as at 13th March 2009 are set out in Appendix I.

5.82 The current level of committed budget for the General Fund account is 80% and for the HRA is 83%. The actual spend to date is higher than average for this period in comparison to previous years as shown graphically below. The profiles of spend show that the majority of the expenditure will occur in the last half of the year. Usable Capital Receipts of £0.635 million for General Fund and £1.031 million for Housing have been received this year to date. Following the Cabinet agreement on the 2nd March 2009, at the end of this financial year the General Fund Programme will include spend for the purchase of the leasehold interest in St Martin’s Place.

5.83 In order to enable the feasibility of the Canal basin project to commence a £100k is to be taken out of the Britwell regeneration budget. Once the outcome of the Britwell consultation is concluded and the scheme has been revised, the funding of it will need to be reviewed. It is highly likely that this level of funding will need to be put back into the project in future years. Again the future program will need to be reviewed subject to the outcome of the canal basin feasibility project. If the scheme is to be taken forward this will need building into the future program, and if the scheme does not proceed then the feasibility costs will need to be charged back to the revenue budget.



xi. Lobbying

5.84 The Council continues to position its self ahead of other Council's in relation to the use of inaccurate population statistics in determining the allocation of local authority funding. Formal and informal meetings are being held with minister to ensure that the problems Slough is experiencing are know and to try and influence any potential sources of funds that may become available.

5.85 The are three aims to the current lobbying strategy:

- To try and secure any short term funds available
- To try and influence the next three year settlement
- To try and position Slough for the next census

5.86 Officers continue to gather evidence and keep supporting documents up to date and in the spirit of maintaining Slough's position ahead of other affected authorities and to support the first two, it is recommended that two pieces of research are updated. The first is in relation to a survey of migrant residents and reasons for still coming and or staying in Slough and the second is the impact on Community Cohesion.

5.87 Recent notification of the Migration Impacts fund have been given out, £3.5m has been provided for the South East over the next two years, and bids are currently being produced in conjunction with our LSP partners as required, to submit against this pot of money.

5.88 In August the 2008 Mid Year Population estimates and the population projections will be produced. Following the Improving Migration and Population Statistics group that the ONS have been leading it is our understanding that a number of revised approaches are going through a Q&A process. The chosen approach will be used to produce revised 2008 Projections in time for the three year settlement and it is important that Slough influences then chosen methodology as much as possible.

5.89 The Census pilot was carried out in Slough in March and once officers have received feedback from the ONS, then this will be fed back to members. On the back of this and the proposed improvements to the 2008 Population projections officers will be arranging meetings with the ONS to discuss the implications for Slough and the overall learning.

6. Conclusion

Members have received a joint summary report covering Resources and Performance Management at each meeting during 2008/09. This report will continue to be developed into 2009/10 to in line with Member requirements.

7 Appendices Attached

A Balanced Scorecard

- B** Equalities and Diversity Peer Review
- C** Customer Service Centre Performance
- D** HR Statistics
- E** Agency and Consultancy Spend
- F** Schedule of Directorate Variances to Budget 2008/09
- G** Audit Commission Report: Risk and Return
- H** Capital Monitoring Programme 2008/09
- I** Prudential Indicators as at 13th March 2009

8 Background Papers

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

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD: February 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.

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 our years(Health and Well Being) and Cohesive Communities.

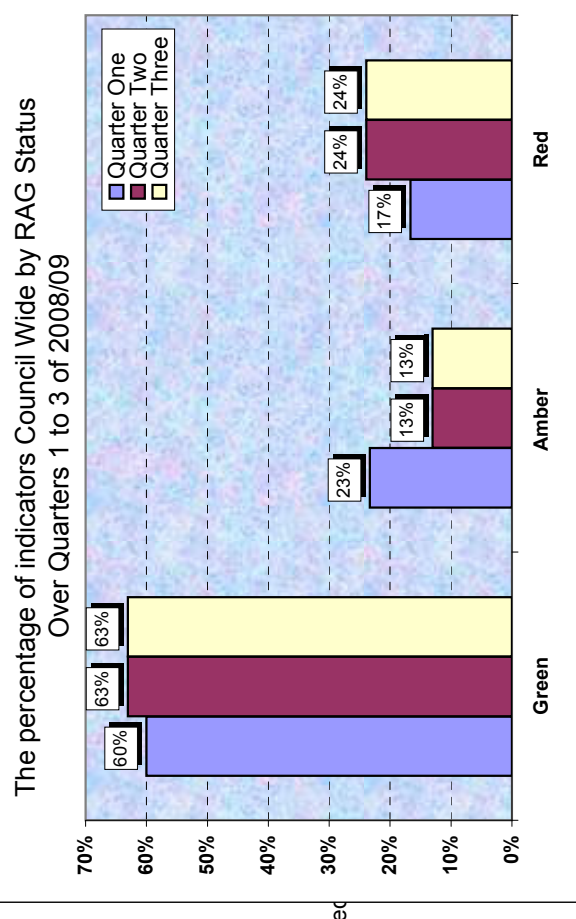
SUMMARY STATUS REPORT

Below is summary of the status of the indicators by Service Area. It represents an **update on quarter three performance** unless otherwise stated. It has not been possible to collect data for all of the indicators; please refer to the commentary boxes for further information.





Directorate	Rag Status				Baseline/ Target data to be established	Total
	Green	Amber	Red			
Community and Well Being	5	1	1	4	11	
Green and Built*	7	1	2	0	10	
Education and Children's Services	5	0	3	1	9	
Resources	10	3	4	6	23	
Human Resources plus Equalities	2	1	1	2	6	
Total	29	6	11	13	59	







*NB one GBE indicator is a compound indicator of which two components are green and one component is red. The chart shows the percentages of total indicators Council wide for each RAG status across the first three quarters of this financial year. The proportion of indicators categorised as Green have fallen slightly since the first quarter whilst those classified as Red have increased slightly since the first quarter(11 see separate report). Please note that the percentages are out of those indicators which have complete data/targets. The number of indicators where the RAG status could not be given due to annual reporting only or incomplete data/ targets is thirteen currently.


Balance of Perspectives	No. of PI's
Performance and Risk	9
Financial Perspective	10
Citizens Perspective	34
Partnership Perspective	0
People Perspective	6
Total	59



PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009

Links to Key Priorities/ LAA themes	Perspective/PI No.	Description of indicator	Data Source	2007/08 outcome or agreed baseline	2008/09 Target	Quarter 1 Outcome Apr-Jun 08	Quarter 2 Outcome Jul-Sep 08	Quarter 3 Outcome Oct-Dec 08	Quarter 4/ End of year Outcome Jan-Mar 09	DOT 	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
COMMUNITY AND WELLBEING													
Environment: A place to live, work and play	Citizen experience	NI 9	Use of Public Libraries. 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)	No baseline available	Establish Baseline in year 1	n/a	n/a	n/a	52.1% (end of year outcome)		n/a	2nd Quartile	GOOD TO BE HIGH: This represents the outcome for 2008 and the baseline for future improvement. Slough's performance sits above the National Average of 48.5% and sits in the second quartile which represents good performance. National performance ranges from the lowest of 37.6% to the highest performance of 58.4% excluding the City of London.
		Local	Proxy Indicator for NI 9: Use of Public Libraries. The number of physical visits per 1000 population. (07/08)	4451 visits per thousand population (07/08)	5000 visits per thousand population	4971 visits per thousand population	5039 visits per thousand population	4947 visits per thousand population			GREEN	Public Library Standard is min of 6300 visits per 1000	GOOD TO BE HIGH: Performance has fallen slightly since the last quarter but please note that this figure represents a projected performance figure for the year and does not take into account seasonal fluctuations. In addition we set ourselves a challenging target and have exceeded last years performance.
Environment: A place to live, work and play	Citizen experience	NI 8	Adult participation(16+) in sport. Participation in moderate intensity(includes some light intensity for 65+ sport/recreation for 30 minutes three or more days a week	19.32%	20.40%	n/a	n/a	n/a	18.9(end of year outcome) tbc		RED		GOOD TO BE HIGH: Our shortfall against target is minimal and our drop is infact significantly less than the other Berkshire authorities for this indicator. This indicator is based on the Active People Survey and we are developing a proxy indicator alongside this indicator, see below. A number of initiatives are taking place to increase active participation.
			Proxy Indicator for NI 8: The number of adult attendances at all local Leisure Centres combined with participation in all sports development activities from SBC and Slough Community Leisure.	911,656 visits taken from June 08	tbc	911,656 visits	920,106 visits	915,973 visits					In the interim period a proxy indicator has been set up capturing the number of attendances/visits at all local Leisure Centres together with some outreach activities (in the future this will be combined with participation in all sports development activities from SBC). Please note that performance represents a rolling year and although the number of visits increased between June 08 to September 08 we see a downward trend from September 08 onwards in line with the downturn in the economy.
Environment: A place to live, work and play	Citizen experience	NI 11	Engagements in the arts. The percentage of the population(16+) that has engaged at least 3 times in the past 12 months	No baseline available	Establish Baseline in year 1	n/a	n/a	n/a	37.4% (end of year outcome)		n/a	Third quartile tbc	GOOD TO BE HIGH: This represents the outcome for 2008 and the baseline for future improvement. Slough's performance sits below the national average of 37.4% and is currently being reviewed. National performance ranges from the lowest of 28.9% to the highest performance of 67.1%. Please note that 'Engagement' is defined as either attending an arts event or participating in an arts activity.

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective/ PI No.	Description of indicator	Data Source	2007/08 outcome or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT 	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Economy and Skills: Prosperity for all	Citizen experience NI 13 LAA	Migrants English language skills and knowledge. The % of non-English speaking third country nationals applying for ESOL Courses who successfully complete the courses		Baseline to be set in year 1	Targets to be set at refresh for years 2 and 3	n/a	n/a	n/a	n/a		n/a		GOOD TO BE HIGH: Targets will be set after the collation of the first year of management information. Definitions and technical guidance has not been agreed at a national level and therefore no baseline or targets can be set. The lead is producing a guidance note and continued liaison is taking place with other ESOL providers on collecting this data for the 08/09 academic year.
Health and Well Being - Adding years to life and life to years:	Citizen experience NI 130 LAA	Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) during the year plus carers on direct payments	RAP	172 Service users 2007/08	250 service users	193 service users	355 service users accumulative	355 service users accumulative	355 service users accumulative		GREEN		GOOD TO BE HIGH: As at December 6th 08 there were 355 service users in receipt of direct payments including 137 carers on one off payments thus we have exceeded our target.
Health and Well Being - Adding years to life and life to years:	Citizen experience NI 135 LAA	Carers receiving needs assessment or review and a specific carer's service or advice and information as a proportion of clients receiving community based services.	RAP plus annual Grant Funded Return	21% 2007	23%	not available	not available	not available	not available		AMBER		GOOD TO BE HIGH: Persistent functionality of the new IT system has impacted on the carers module and is affecting the delivery of accurate management information and subsequent analysis. This is being addressed as a matter of urgency.
Health and Well Being - Adding years to life and life to years:	Citizen experience NI 141	Number of vulnerable people achieving independent living. Supporting People clients moved on from supported accommodation to independent living in a planned way as a proportion of total clients moved on.	Supporting People Local System	2007 59.73%	60%	50.15%	60.23% accumulative	not available	not available		GREEN		GOOD TO BE HIGH: The first quarter's figures represent approx 40 clients moved on in a planned way out of a total of 75 who have moved on. The second quarter represents 45 out of total of 74 and so shows a slight improvement. Hence we have 85 out of 149 for the first half of the year and are just on target however this indicator is prone to fluctuations. Quarter 3 data will be provided end of February.
Health and Well Being - Adding years to life and life to years:	Citizen experience NI 142	Of those receiving Supporting People services the "number of vulnerable people who are supported to maintain independent living"	Supporting People Local System	2007 99.28%	99%	98.01%	98.53% accumulative	not available	not available		GREEN		GOOD TO BE HIGH: The figure for the second quarter is an accumulative value and represents approx 4324 clients out of a total of 4400. It represents an improvement on the previous quarter.
Economy and Skills: Prosperity for all	Citizen experience NI 146	Adults with learning disabilities in employment	KS1	No baseline available	tbc	not yet available	not yet available	not yet available	not yet available				GOOD TO BE HIGH: The data will be collected for the period 1st October 08 to 31st March 09 and grossed up for a full year. Systems are in place.
Economy and Skills: Prosperity for all	Citizen experience local	Percentage of learners enrolled declaring a disability		8%	8%	11%	8%				GREEN		The performance of 8% represents 69 out of 869 learners for the period August to December 2008(start of the 08/09 academic year). The bulk of courses and enrolments occur mid September to end

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective/PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr~Jun 08	Quarter 2 Outturn Jul Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT 	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Economy and Skills: Prosperity for all	Citizen experience	local	Numbers of learners gaining a qualification	100(Aug 07-Jul 08)	110	60	not yet available	not yet available	not yet available				Data for the first term of the 08/09 academic year will be available after February and is likely to be low as most of the exams occur towards the end of the academic year.

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009

Links to Key Priorities/ LAA themes	Perspective/PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
GREEN AND BUILT													
Safer Communities: Being Safe, feeling safe	NI 16 LAA	Serious acquisitive crime rate	Police Crime c 3	39.88 per 1000 pop in 2007/8 = 4766 crimes 2007/08	37.33 per 1000	45.24 per 1000 (based on 11.31 for the first qtr)	42.68 per 1000 projection (based on 21.34 at Sept- qtr 2)	43.10 per 1000 projection (based on 32.33 upto Dec end - 3 qtrs)		↓	RED		GOOD TO BE LOW: The projected annual outturn is 43.10 per 1000 population which falls the year end target of 37.33, however please note that this projection does not take account of seasonal fluctuations. This figure represents 1352 crimes in the first quarter, dipping to 1196 crimes in the second quarter rising up to 1335 crimes during the third quarter totalling to 3883 crimes to date. The increase in 1st quarter was due to rise in vehicle crime. Initiatives to improve performance during quarter three include campaign to raise awareness regarding empty cars, increased signage, alleygating of hotspots and vulnerable vehicle checks.
Safer Communities: Being Safe, feeling safe	NI 20 LAA	Assault with injury crime rate	Police Crime c 3 based on 2006 mid year population estimate	9.36 crimes per 1000 pop in 2007/08 (1119 offences)	9.08 crimes per 1000 based on mid-2007 pop estimates	10.64 crimes per 1000 projection at year end (based on 2.66 at 1st qtr)	10.76 crimes per 1000 at year end (based on 5.40 at September end)	10.81 crimes per 1000 at year end (based on 8.10 up to Dec end - 3 qtrs)		↓	RED		GOOD TO BE LOW : The projected annual outturn is 10.81 per 1000 population which falls the target but please note that this projection does not take account of seasonal fluctuations. The number of crimes for the first quarter was 317, 326 for the second quarter and 331 for the third quarter totalling 974. We can only stay within target if we do not exceed 1089 crimes as an annual total. Actions to improve performance in Q2/Q3 included : Provision of a youth bus service to reduce ASB and C&D, a dispersal Order 7th August - 6th November 2008 in Wexham and Upton Lea. Furthermore a new violent crime steering group is being established for which an action plan has just been completed and a meeting set up. In addition the CDRP have launched a pub watch newsletter, extended the PPO scheme under the new Integrated Offender Management scheme and are about to implement the alcohol exclusion zones in hotspot areas.

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective/ PI No.	Description of indicator	Data Source	2007/08 outcome or agreed baseline	2008/09 Target	Quarter 1 Outcome Apr-Jun 08	Quarter 2 Outcome Jul-Sep 08	Quarter 3 Outcome Oct-Dec 08	Quarter 4/ End of year Outcome Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Safer Communities: Being Safe, feeling safe	Citizen experience	NI 40 Difference in the number of Drug users in effective treatment between years.	NDTME	77%	82%	89%	81%			↕	GREEN		GOOD TO BE HIGH: On track to reach target. This covers the period September 2007 - August 2008. During this period 331 clients started a treatment of which 272 were classed as being in effective treatment. Please bear in mind that these figures include clients from the previous financial reporting period and will not account for any actions taken between August 2008 - Dec 2008 to improve performance. 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.
Safer Communities: Being Safe, feeling safe	Citizen experience	NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks	Fire and Rescue service	Primary fires 304 per year (including 101 Dwelling a. 29 Casualties 30 per year b. Fatalities 1 per year	298 fires (including 98 dwelling fires)	73	134 accumulative	211 accumulative (175.68 per 100,000)		↕	GREEN		GOOD TO BE LOW: There were 211 incidences between April to December 08 which suggests we are on track in terms of year end target. The Arson audits in high risk areas have been completed. Arson team reorganised with full-time East Berks Arson Coordinator post created. Firesetter intervention initiative is currently dealing with a small number of 'clients'. The number of home fire risk checks are at record high levels with over 80 completed per month in the Slough area by Stations 17 and 18 supported by a HFSC operative, 'man in van' service. RBFRS working with partners to increase referrals for home fire risk checks.
Environment: A place to live, work and play	Citizen experience	NI 155 LAA Number of affordable homes delivered (gross)	Housing Corporation and Housing Department	171 dwellings (3 year average 04/05 - 06/07)	152 dwellings	28	52 accumulative	154 accumulative		↕	GREEN		HIGH IS GOOD: In the first quarter there were 28 completions and in the second quarter there have been 24 totalling 52. Quarter 3 shows a significant leap with 102 completions, taking the total to 154 as at end of December. There are a possible 45 completions envisaged in the final quarter of this financial year thus providing an end of year projection of 199 completions HIGH IS GOOD: Continued High performance, with targets exceeded or on track. The current Government Targets are as follows: Major (80%), Minor(80%), Other (80%) so SBC targets exceed these. These figures represent performance for each specific quarter whilst overall performance to date is major 75%, minor 88% and Others 92%. This suggests we are not meeting our target for major applications and have just slipped meeting our target on the minor planning applications too. However we should meet these targets by yearend.
Environment: A place to live, work and play	Citizen experience	NI 157 LAA 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	CLG/PS 2	Major 78% Minor 82% Other 91%	Major 80% Minor 90% Other 90%	Major 77% Minor 92% Other 93% quarterly snapshot	Major 80% Minor 86% Other 94% quarterly snapshot	Major 67% Minor 82% Other 90% quarterly snapshot		↕	GREEN		

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective/ PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Environment: A place to live, work and play	Citizen experience 175 LAA	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	Local LA System .Data also from TfL annual report)	a) 61% 2006/7	a) 63%	77%	77%	77%		↑	GREEN		Population % accessible (Part A) has exceeded target. Performance for Part B has also exceeded target (this includes 656,576 journeys in the 1st qtr, 648,873 journeys in the 2nd quarter and 619,101 journeys in the third quarter totalling 1,924,550 journeys. Part A) will only change if there are any major changes in the routing strategy of the operator. B) is based on returns from operators
				b) 1,770,818 2006/07	b) 1,883,793	b) 1,295,406 accumulative	b) 1,924,550 accumulative		↑		The latest figure represents 1,190,116 trips in the first quarter combined with 1,157,222 trips in the second quarter and 1,159,709 in quarter three totalling 3,507,047 which suggests we will reach target. Third quarter data is based on one month's figures extrapolated to end of December.		
Environment: A place to live, work and play	Citizen experience 177 LAA	Local bus passenger journeys originating in the authority area (Data from local bus companies is dependent on bus drivers recording accurate passenger numbers).	Local LA System 2006/07	4,326,200 trips	4,506,087 trips	1,190,116	2,275,222 accumulative	3,507,047 accumulative		↑	GREEN		GOOD TO BE HIGH: Quarter three data represents an accumulative picture for the first three quarters of the year. Current performance is on target. The provision of new recycling bins has begun to have an impact with the full impact being more evident from December so we will see continuing improvement. Performance for the month of December reached a rate of 31%
				22% 2006/07	26%	27.51%	24.93% accumulative	26.04% accumulative (31% for Dec)	↑				
Environment: A place to live, work and play	Citizen experience 192 LAA	Household waste reused, recycled and composted	Local LA System							↑	GREEN		GOOD TO BE LOW. Quarter three data represents an accumulative picture for the first three quarters of the year. Current performance is slightly below target, however, the planned incinerator will reduce proportion of waste land filled and improve performance. Furthermore Decembers' performance of 70% represents a significant reduction on previous months and this trend is likely to continue.
					74%	74.96%	75.34% accumulative	75.67% accumulative	↓	AMBER			

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009

Links to Key Priorities/ LAA themes	Perspective/ PI No.	Description of indicator	Data Source	2007/08 2007/08 outturn or agreed baseline	2008/09 2008/09 Target	Quarter 1 Outturn Apr~Jun 08	Quarter 2 Outturn Jul Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT ↑↓	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
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EDUCATION AND CHILDREN'S SERVICES

Economy and Skills: Prosperity for all	NI 45 Citizen	Young offenders engagement in suitable education, employment or training MoJ DSO	YOT Data	67% 2007/08	76.20%	58.54% end of qtr snapshot	61.5% end of qtr snapshot	51.35% end of qtr snapshot		→	RED		GOOD TO BE HIGH: Performance is currently below target but figures represent a quarter end snapshot and can therefore fluctuate. The YOT is working closely with Education Services and Connexions targeting NEET young people to ensure performance will reach year end target. Note that this indicator has strong seasonal fluctuations (e.g. timing in with end of school year, or start / end of autumn term with college courses). As such, quarterly updates may mislead with regard to the official annual outturn.
Health and Well Being - Adding years to life and life to years:	NI 59 Performan ce and risk LAA	Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO	CPR3	78.2% 2007/08	80%	75.6%	73.4%	74.3%		→	RED	07/08 2nd quartile	GOOD TO BE HIGH: This indicator is currently beneath mid-year targets, and resolute actions are being put in place to rectify the situation and increase the percentage completed to timescales. The slight slippage on completion RATE should be viewed against a context in which we have seen a marked increase in the overall NUMBER of initial assessments being completed.
Health and Well Being - Adding years to life and life to years:	NI 62 Performan ce and risk	Stability of placements of looked after children: number of moves DCSF DSO	SSDA90 3 return	7.5% 2007/08	<16%	8.7% August 08	9.09%	12.30%		→	GREEN		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. August result remains in nationally recognised "best practice" zone.
Health and Well Being - Adding years to life and life to years:	NI 65 Performan ce and risk	Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO	CPR3	8.3%	<15%	14.2% August 08	14.6%	11.4%		←	GREEN		Performance between 10 <15% represents best practice. This indicator aims to measure the effectiveness with which original child protection plans are implemented, and the quality of support services provided after CP plans end. CP plans should be terminated once risks have reduced to a level where the child's needs are best met through case closure or alternative, lower level interventions. However, there remain valid reasons for subsequent CP episodes which may or may not reflect poorly on the initial period. As such, each subsequent CP plan is quality monitored to ensure no inadequacies in original intervention(s).

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective PI No.	Description of indicator	Data Source	2007/08 outcome or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT ↑↓	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Economy and Skills: Prosperity for all	Citizen experience 102 LAA	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	DCFS based on data reported by LA's/schools	tbc	2% reduction	n/a	n/a	n/a	102a not published 102b: 37%	↑		102b: lowest quartile	This represents provisional performance for summer 2008 results. Sloughs performance for part b sits within the lowest quartile and its position within its SN group is 11th out of 11. The national average is 28% and the South East region average is 33% Part A is not yet available.
Economy and Skills: Prosperity for all	Performance and risk 103	Special Educational Needs – statements issued within 26 weeks DCSF DSO	Local Authority	a)100% b)80% 2007/08	a)100% b)83%	a)100% b)94.87%	a)100% b)100%	a)100% b)100%		←	GREEN		GOOD TO BE HIGH: Indicator comprises two parts: (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. Numbers are small (fewer than 100 per year).
Environment: A place to live, work and play	Citizen experience 110 LAA	Young people's participation in positive activities PSA 14	Tell Us Survey(Ofsted)	Provisional 63% 2008 survey (Tell Us 3)	Provisional 63% 2008 survey (Tell Us 3)	n/a	n/a	n/a	73.7		GREEN	Highest quartile	GOOD TO BE HIGH: Derives from new set of questions asked on Ofsted's annual Tellus survey. Note that the data collection process will not permit results to be separated to reflect the views of pupils attending Slough schools but residing elsewhere from Slough pupils who also live here, so the extent to which this judges the LOCAL provision of activities is unclear. Slough's performance sits in the highest quartile nationally and ranks 2nd out of 11 in its SN group of authorities.
Economy and Skills: Prosperity for all	Citizen experience 114	Rate of permanent exclusions from school DCSF DSO	Education	0.08% 2007	to be set in light of baseline and comparison for performance data	n/a	n/a	n/a	0.02% for Autumn Term 2008 (4 exclusions /22777 pupils on roll as at Sept SC)	←	GREEN		Exclusion rate based on combined primary, secondary and special school pupils. Whilst the data is collected from individual schools on a termly basis (two terms in arrears), seasonal fluctuations mean that the results are only meaningfully published annually providing figures for a full academic year. Data has previously been separated by primary and secondary phase - Slough performs in line with national average in primary schools, and performance is rated by Ofsted as significantly better than comparators at secondary phase.

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective/ PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT ↑↓	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
Economy and Skills: Prosperity for all	Citizen experience 117 LAA	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	Connexions	07/08 5.8%	4.7%	Apr 5.7% May 6% June 6%	July 8.3% Aug 10.3% Sept 5.4%	Oct 5.4 Nov 5.0 Dec 5.3		↑	RED		This indicator uses an annual result which is based on a standardised three one month snapshots at the end of November, December and January each year. This avoids pitfalls caused by expected seasonal variation in NEET levels. As such, quarterly updates may mislead with regard to the official annual outturn value. An end of year projection based on the average performance for Nov & Dec 08 of 5.10% together with the likelihood of an increase in January due to new joiners suggests we will fail our target as we should not be exceeding 4.70%. All NEET goes up dramatically over the summer as the market is flooded with school and college leavers. Also some of those between years of a college course come into the centres looking for a temporary job and their destinations then change to NEET. The number of NEET fall sharply between September and the end of November as the school and college lists come in and find that many of the leavers have returned to education.
RESOURCES													
All	Financial performance	% of capital schemes being delivered within the budget	Capital Monitoring reports	82%	100%	15%	22%	44%		↑	AMBER		These results will provide an overall council position. In terms of this years performance up to December, the trend is in line with previous years. Initial capital costs tend to be low and will generally rise as the year progresses with most of the spend in the last
All	Financial performance	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		132,685.	tbc	N/A	7746K	7746K			GREEN		The £7746K represents the 2008/09 forecast cumulative gains as at October 08, this figure will not change. At the end of June 2009 the Actual figure will be reported.
All	Financial performance	% of revenue over/under spent by Department	Finance report	-0.13%	0%	2.20%	0.38%	0.19%		↑	AMBER		This represents performance for January 09. December performance reported to CMT equated to 0.24%.
All	Financial performance	% of revenue over/under spent by Department	Finance report	-0.05%	0%	2.77%	1.46%	0.91%		↑	AMBER		This represents performance for January 09. December performance reported to CMT equated to
All	Financial performance	% of funding raised from external services	Finance report	tbc	tbc	not available	not available	not available					Definition requires further clarification

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009														
Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
All	Financial performance	Local	% of savings in budget strategy being delivered	Finance report	tbc	100%	not available	not available	not available	not available	↑↑			Process being developed
All	Financial performance	Local	% Rate of return on treasury investments		tbc	tbc	n/a	n/a	n/a	n/a				Currently annual reporting available only
All	Financial performance	Local	% of Council Tax collected within the year	Finance report	95%	95.30%	57.40%	92.50%	92.50%		↑	GREEN		This indicator is cumulative and, therefore, will increase as the year progresses. This position shows an improved position in comparison with
All	Financial performance	Local	% of undisputed invoices paid within 30 days	Finance report	81.25%	90%	88.27%	85.40%	85.67%		→	RED		Performance for the second and third quarters show a slight drop when compared to the first quarter.
All	Citizens experience	Local	Average queue time at My Council	Seibel/ Qmatic	58mins	30mins	54mins	52mins	59mins		→	RED		Performance is below target but fluctuates slightly each quarter. Transaction time for majority of visits is high due to benefits (new) claims. With individual visits taking up to 2-3hours (with an advisor) this continues to impact on waiting time.
All	Citizens experience	Local	Issues resolved Live at My Council	Seibel/ Apropos	85%	80%	85%	86%	87%		↑	GREEN		GOOD TO BE HIGH: Exceeding target
All	Citizens experience	Local	Average queue time for general enquiries (Call Centre - by phone)	Seibel/ Apropos	3.43mins	1.5mins	48secs	2.43mins	2.41mins		→	RED		Performance has marginally improved this quarter compared to the last quarter but poor compared to the first quarter and is not on track to hit target. However please note that performance has improved significantly from 07/08 outturn.
All	Citizens experience	Local	Average queue time for Council Tax enquiries (Call Centre - by phone)	Seibel/ Apropos	6.15mins	7mins	4.5mins	5.23mins	6.12mins		→	GREEN		Performance is exceeding target although recent trend is showing a decline compared to the first quarter
All	Citizens experience	Local	Average queue time for Benefits enquiries (Call Centre - by phone)	Seibel/ Apropos	5.33mins	7mins	5.0mins	5.32mins	6.11 mins		→	GREEN		Performance is exceeding target although second quarter shows a slight drop on the first quarter
All	Citizens experience	Local	Average queue time for Social Care enquiries (Call Centre - by phone)	Seibel/ Apropos	40secs	45secs	18secs	44secs	39 sec			GREEN		Although performance has dropped due to issues with customers using incorrect lines, it is still within target.
All	Citizens experience	Local	Issues resolved Live by phone	Seibel/ Apropos	76%	75%	85%	85%	82%		↔	GREEN		Performance exceeds target but showing a slight drop this quarter

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009													
Links to Key Priorities/ LAA themes	Perspective PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT ↑↓	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
All	Citizens experience or Financial	% of Housing Benefit claims determined within 14 days of all necessary information being received		98.20%	98%	not available	not available	not available		↑			IT problems have delayed reporting.
All	Citizens experience	% of complaints responded to within 10 working days	Respond	not available	90%	not available	89.50%	89.90%		↑	GREEN		This represents the number of complaints received between June and December 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
All	Performance and risk	% of Annual Governance Statement action plan implemented		not available	tbc	not available	not available	not available					Data awaited
All	Performance and risk	% of legionella/asbestos checks in place		not available	tbc	not available	not available	not available					Data awaited
All	Performance and risk	% of business continuity plans in place		not available	10	1	1	1		↓	RED		GOOD TO BE HIGH: On the 19th November CMT agreed the updated BCP. A workshop aimed at the managers of the 20 identified business critical services, and all Asst. Directors is scheduled to take place in February 09 . The output of this workshop will be business continuity plans for the 20 identified business critical areas. A corporate plan for these areas will follow this workshop.
All	Performance and risk	Number of reservations raised by external auditors in Data Quality Audit		not available	0	n/a	0	n/a			GREEN		GOOD TO BE LOW: There were no reservations against 07/08 performance indicators audited. This will remain the same until 08/09 performance data is audited.
All	Performance and risk	% IT issues resolved within the agreed SLA	Help desk reporting system	93.18%	94.00%	94.11%	95.75%	93.74%			GREEN		GOOD TO BE HIGH: Performance has slightly slipped below target

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009

Links to Key Priorities/ LAA themes	Perspective PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr~Jun 08	Quarter 2 Outturn Jul Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT ↑↓	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
RESOURCES (HUMAN RESOURCES AND EQUALITIES)													
Cohesive communities	Local	EIAS completed to timescales	not available	185 revised target	123 (67%)	not available	not yet available	not yet available	not yet available		AMBER		GOOD TO BE HIGH: 123 of the 185 required assessments have been completed i.e. 67% i.e. approved or in draft. There is still an ongoing issue of consistency in the quality of impact assessments. To address this half day sessions of impact Assessment Training with the Equality Foundation have taken place since October 2008 together with dedicated training to further assist departments.
All	Local	% of staff eligible for an appraisal with an appraisal in place in the year across all SBC	HR Stats	not available	75%	11.4%	16.4% accumulative	20.1% accumulative	20.1% accumulative	↑	RED		GOOD TO BE HIGH: The figures represent accumulative performance between April 08 and December 08. Quarter one showed 11.4% of staff appraised, dropping to a rate of 5% in quarter two and a rate of 3.7% in quarter three providing an overall percentage rate of 20.1% by December 08. There are continued efforts to raise awareness by reminding managers of this requirement by means of Directorate statistics which are reviewed at Directorate SMT's.
All	Local	Days sick leave per member of staff	HR Stats	11.1	10days	2.2 days	4.7 days accumulative	7.2 days accumulative	7.2 days accumulative	↔	GREEN		LOW IS GOOD: This represents accumulative performance for April to December 08. The first quarter showed a rate of 2.2 days sickness per member, the second quarter showing a rate of 2.5 days per quarter with 2.5 days for quarter three accumulating to a rate of 7.2 for the total period. The rate has been increasing steadily and an annual projection indicates we are well on track to remain within target. Continued efforts by HR Business Partners working closely with managers has helped to reduce this figure.
All	Local	a) New Disciplinary started within the period b) new grievances within the period	HR Stats	not available	tbc	not available	not available	a) 7 b) 4	a) 7 b) 4		N/A		LOW IS GOOD: This is a new indicator and trends will be monitored until a benchmark can be established
All	Local	Staff turnover all SBC	HR Stats	11.0%	10.06%	1.7%	4.2% accumulative	5.9% accumulative	5.9% accumulative	↑	GREEN		LOW IS GOOD: The figure represents accumulative performance for the first nine months of the year. Performance in the second quarter has dropped compared to the first quarter as the rate of turnover increased from 1.7% in the first quarter to 2.50% in the second quarter and then dropped back down slightly to 1.7% in the third quarter. However, with the current economic downturn it is anticipated that the trend will be downwards.

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD February 2009												
Links to Key Priorities/ LAA themes	Perspective/PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
All	People	% of agency staff placed via Per Temps	HR Stats	not available	tbc	not available	not available	not available	not available	N/A		Data awaited

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD RAG STATUS: RED ONLY February 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
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COMMUNITY AND WELLBEING														
Environment: A place to live, work and play	Citizen experience	NI 8 LAA	Adult participation(16+) in sport. Participation in moderate intensity (includes some light intensity for 65+) sport/recreation for 30 minutes three or more days a week	Active People Survey	19.32%	20.40%	n/a	n/a	n/a	18.9 (end of year outturn) tbc	→	RED		GOOD TO BE HIGH: Our shortfall against target is minimal and our drop is infact significantly less than the other Berkshire authorities for this indicator. This indicator is based on the Active People Survey and we are developing a proxy indicator alongside this indicator, see below. A number of initiatives are taking place to increase active participation.

GREEN AND BUILT														
Safer Communities: Being Safe, feeling safe	Citizen experience	NI 16 LAA	Serious acquisitive crime rate	Police Crimesec 3	39.88 per 1000 pop in 2007/8 = 4766 crimes 2007/08	37.33 per 1000	45.24 per 1000 projection (based on 11.31 for the first qtr)	42.68 per 1000 projection (based on 21.34 at Sept - qtr 2)	43.10 per 1000 projection (based on 32.33 upto Dec end - 3 qtrs)		→	RED		GOOD TO BE LOW: The projected annual outturn is 43.10 per 1000 population which fails the year end target of 37.33, however please note that this projection does not take account of seasonal fluctuations. This figure represents 1352 crimes in the first quarter, dipping to 1196 crimes in the second quarter rising up to 1335 crimes during the third quarter totalling to 3883 crimes to date. The increase in 1st quarter was due to rise in vehicle crime. Initiatives to improve performance during quarter three -include campaign to raise awareness regarding empty cars, increased signage, alleygating of hotspots and vulnerable vehicle checks.

Safer Communities: Being Safe, feeling safe	Citizen Experience	NI 20 LAA	Assault with injury crime rate	Police Crimesec 3 based on 2006 mid-year population estimate	9.36 crimes per 1000 pop in 2007/08 (1119 offences)	9.08 crimes per 1000 based on mid-2007 pop estimates	10.64 crimes per 1000 projection at year end (based on 2.66 at 1st qtr)	10.76 crimes per 1000 at year end (based on 5.40 at September end)	10.81 crimes per 1000 at year end (based on 8.10 up to Dec end - 3 qtrs)		→	RED		GOOD TO BE LOW : The projected annual outturn is 10.81 per 1000 population which fails the target but please note that this projection does not take account of seasonal fluctuations. The number of crimes for the first quarter was 317, 326 for the second quarter and 331 for the third quarter totalling 974. We can only stay within target if we do not exceed 1089 crimes as an annual total. Actions to improve performance in Q2/Q3 included : Provision of a youth bus service to reduce ASB and C&D, a dispersal Order 7th August - 6th November 2008 in Wexham and Upton Lea. Furthermore a new violent crime steering group is being established for which an action plan has just been completed and a meeting set up. In addition the CDRP have launched a pub watch newsletter, extended the PPO scheme under the new Integrated Offender Management scheme and are about to implement the alcohol exclusion zones in hotspot areas.
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PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD RAG STATUS: RED ONLY February 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
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EDUCATION AND CHILDREN'S SERVICES														
Economy and Skills: Prosperity for all	Citizen experience	NI 45 LAA	Young offenders engagement in suitable education, employment or training MoJ DSO	YOT Data	67% 2007/08	76.20%	58.54% end of qtr snapshot	61.5% end of qtr snapshot	51.35% end of qtr snapshot		→	RED		GOOD TO BE HIGH: Performance is currently below target but figures represent a quarter end snapshot and can therefore fluctuate. The YOT is working closely with Education Services and Connexions targeting NEET young people to ensure performance will reach year end target. Note that 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 mislead with regard to the official annual outturn.
Health and Well Being - adding years to life and life to years:	Performance and risk	NI 59 LAA	Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO	CPR3	78.2% 2007/08	80%	75.6%	73.4%	74.3%		→	RED	07/08 2nd quartile	GOOD TO BE HIGH: This indicator is currently beneath mid-year targets, and resolute actions are being put in place to rectify the situation and increase the percentage completed to timescales. The slight slippage on completion RATE should be viewed against a context in which we have seen a marked increase in the overall NUMBER of initial assessments being completed.
Economy and Skills: Prosperity for all	Citizen experience	NI 117 LAA	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	Connexions	07/08 5.8%	4.7%	Apr 5.7% May 6% June 6%	July 8.3% Aug 10.3% Sept 5.4%	Oct 5.4 Nov 5.0 Dec 5.3		←	RED		This indicator uses an annual result which is based on a standardised three one month snapshots at the end of November, December and January each year. This avoids pitfalls caused by expected seasonal variation in NEET levels. As such, quarterly updates may mislead with regard to the official annual outturn value. An end of year projection based on the average performance for Nov & Dec 08 of 5.10% together with the likelihood of an increase in January due to new joiners suggests we will fall our target as we should not be exceeding 4.70%. All NEET goes up dramatically over the summer as the market is flooded with school and college leavers. Also some of those between years of a college course come into the centres looking for a temporary job and their destinations then change to NEET. The number of NEET fall sharply between September and the end of November as the school and college lists come in and find that many of the leavers have returned to education.

RESOURCES

PERFORMANCE STATUS AND IMPROVEMENT REPORT: BALANCED SCORECARD RAG STATUS: RED ONLY February 2009														
Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	Data Source	2007/08 outturn or agreed baseline	2008/09 Target	Quarter 1 Outturn Apr-Jun 08	Quarter 2 Outturn Jul-Sep 08	Quarter 3 Outturn Oct-Dec 08	Quarter 4/ End of year Outturn Jan-Mar 09	DOT	Status against Target RAG	National Quartile Position (latest)	Comments and corrective action if red Status
All	Financial performance	Local	% of undisputed invoices paid within 30 days	Finance report	81.25%	90%	88.27%	85.40%	85.67%		→	RED		Performance for the second and third quarters show a slight drop when compared to the first quarter.
All	Citizens experience	Local	Average queue time at My Council	Seibel /Qmatic	58mins	30mins	54mins	52mins	58mins		→	RED		Performance is below target but fluctuates slightly each quarter. Transaction time for majority of visits is high due to benefits (new) claims. With individual visits taking up to 2-3hours (with an advisor) this continues to impact on waiting time.
All	Citizens experience	Local	Average queue time for general enquiries (Call Centre - by phone)	Seibel/Apr	3.43mins	1.5mins	48secs	2.43mins	2.41mins		→	RED		Performance has marginally improved this quarter compared to the last quarter but poor compared to the first quarter and is not on track to hit target. However please note that performance has improved significantly from 07/08 outturn.
All	Performance and risk	Local	% of business continuity plans in place		not available	10	1	1 accumulative	1 accumulative		→	RED		GOOD TO BE HIGH: On the 19th November CMT agreed the updated BCP. A workshop aimed at the managers of the 20 identified business critical services, and all Asst. Directors is scheduled to take place in February 09. The output of this workshop will be business continuity plans for the 20 identified business critical areas. A corporate plan for these areas will follow this workshop.
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	HR Stats	not available	75%	11.4%	16.4% accumulative	20.1% accumulative		→	RED		GOOD TO BE HIGH: The figures represent accumulative performance between April 08 and December 08. Quarter one showed 11.4% of staff appraised, dropping to a rate of 5% in quarter two and a rate of 3.7% in quarter three providing an overall percentage rate of 20.1% by December 08. There are continued efforts to raise awareness by reminding managers of this requirement by means of Directorate statistics which are reviewed at Directorate SMT's.

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**Diversity Peer Challenge Report
Slough Borough Council
19/20 March 2009**

1. Background

This report is a summary of the findings of a Diversity Peer Challenge organised by the Improvement and Development Agency (IDeA) and carried out by its trained peers. The report satisfies the requirements of the Equality Standard for an external assessment at level 3. The Peer Challenge is designed to validate a council's own self-assessment at level 3 of the Equality Standard, by considering documentary evidence and by carrying out a series of interviews and focus groups with employees and other stakeholders.

The basis for the Peer Challenge is a benchmark which incorporates the set criteria of the Equality Standard at level 3. The benchmark focuses on four key areas: Leadership and Corporate Commitment; Community Engagement and Accountability; Service Delivery and Customer Care and Employment and Training.

The Peer Challenge is not an inspection; rather it offers an external assessment of a council's own judgement of itself against the Equality Standard benchmark, by critical friends who have experience of delivering an equality/diversity agenda in their own councils.

Peers were:

Cllr Andy Matchet – Coventry City Council
Jane Brown- London Borough of Waltham Forest
Patricia Adley – Consultant Peer
Jessica Linacre – Stevenage Borough Council (Shadowing)

The team appreciates of the welcome and hospitality provided by the council and would like to thank everybody that they met during the process for their time and contributions.

2. Overall conclusion

Following this Diversity Peer Challenge, we have reached the following conclusion:

Slough Council has completed a satisfactory self-assessment against the criteria for level 3 of the Equality Standard. Strengths and any areas for improvement identified by the peers are highlighted in paragraph 3.

3. Detailed findings

3.1 Leadership and corporate commitment

Strengths:

- There is clear evidence of strong political and corporate leadership of the Equality and Diversity agenda from the Leadership of the Council, leader of the main opposition group and the Chief Executive, extending right across the organisation. There is clear non-partisan support for E&D and a widespread recognition that, whilst rapid progress has been made over recent years, it is still necessary to progress and promote the E&D agenda consistently and systematically. There is an Equality & Diversity Champion at cabinet member level. Indication of commitment to all diversity strands are:
- Support for the establishment of staff LGBT groups as expressed by leading members, unions and staff generally

- A stated passion about rights of G&T communities and a practical commitment, e.g. improving educational outputs
 - Clear understanding by strategic directors of priorities, outcomes etc..
 - Ownership across council beyond management to teams and individuals
- Slough Borough Council demonstrates an honest, mature and realistic approach to Equality & Diversity.
 - There is a coherent narrative linking E&D to economic development and social cohesion, with for example, an inspiring commitment to skill development, economic participation and employment.
 - The Council Equality Working Group positive and clear about the next stage being more cross-directorate and focussing on evaluating outcomes.
 - There are comprehensive and well documented equality policies and strategies across E&D strands with meaningful links to corporate and service objectives. There is a clear vision across the organisation with equality and diversity embedded at all levels Staff are professional, dedicated and committed to excellence in service delivery and see E&D as integral to this. The EIA process is firmly embedded and a strong performance monitoring system is in place. A 'golden thread' is evident running through the authority from Corporate Plan to individual staff development plans.
 - There are schemes for Disability, Gender and Race. There is an attempt to align these with the corporate plan, local strategic partnership and LAA, for example, LAA targets are strongly related to health equality, community safety and community cohesion ambitions.
 - There is clear and meaningful corporate guidance on E&D requirements of the procurement process through the corporate procurement strategy and its EIA. The sustainable procurement strategy provides further impetus. Procurement works closely with service delivery areas in a mature and sophisticated approach. EIAs are undertaken by the service area and these are used to provide challenge at specification stage (to ensure that potential suppliers understand the language of E&D requirements) and consider impacts on end-users or external recipients.
 - There was evidence of strong and pro-active scrutiny of equality issues related to service delivery with active member involvement. The team was particularly impressed that this was accompanied by an open approach to reshaping service delivery.
 - There is a strong partnership ethos with a strong commitment to and understanding of LAA targets demonstrated by LSP partners. Partners recognised the leadership role of the Council.
 - There is a strong LSP and Council commitment, e.g. the annual Diversity Conference mentioned positively by members, stakeholders and partners. There is a clear understanding of services mapped to community profiles based on community knowledge and gap analysis undertaken with partners.
 - There is an awareness of the need to provide challenge to LSP partners, eg annual attendance by the Chief Constable and quarterly attendance by the BCU commander at scrutiny.
 - There are good practical working relationships evident with collaboration between wardens, PCSOs and beat officers. Slough Against Violent Extremism (SAVE) is a powerful example of partnership working. There is an awareness of the need to engage community groups in LSP structures and external challenge.

Areas for improvement:

- There is a need to move beyond surveys and directly capture data on CRM. Continue the drive for better community mapping to validate and inform local knowledge.
- Clarify, develop and communicate the involvement of community groups in LSP processes.
- Develop a coherent public-facing communications strategy so that the ethos of the Council's achievements is embraced more widely.
- Celebrate and disseminate success.
- Provide clearer leadership on 'new' strands e.g. consider developing LGBT awareness on experiences of other organisations and LSP sub-structures.
- Develop the plan for introduction of Single Equality Scheme (SES).
- Support strategic directors in remedying lack of resources through continuous improvement (and VFM) by setting clear priorities and evaluating outcomes corporately e.g. by changing standard practice through pilot activity

3.2 Community engagement and accountability

Strengths:

- Community and volunteer sector representatives are very positive about their relationship with the Council and there is a positive open door policy for individual organisations.
- The community sector representatives are appreciative of the recent widening of engagement activity beyond race issues to include gender and disability issues. The quality and transparency of published race equality data is also valued.
- The annual diversity conference is a good example of both public accountability and partnership work. Its recent expansion beyond race equality issues has been welcomed by the community and voluntary sector representatives.
- There are good examples of engagement with Roma people and travellers particularly in respect of education.
- The introduction of community-based equality champions is a promising development in terms of the potential to promote thematic issues and to highlight issues which may have relevance to more than one equality group.
- The inclusion of Gay Berkshire in the LSP structure is a positive move as the Council seeks to extend itself more fully into the LGBT agenda.

Areas for improvement:

- The recent changes to the LSP structure has resulted in a loss of high level engagement with older people's organisations. It will be important to maintain engagement with this group within the new set-up. In addition it is important that all groups are engaged at a level where they are able to challenge the Council and the LSP.
- There is recognition that the LGBT agenda needs attention. There is already positive activity taking place in terms of engagement with the LSP, positive staff attitudes and sexual orientation monitoring in the more relevant services areas such as social care. A partnership approach to the further development of this agenda may be beneficial

together and may provide opportunities to capitalise on existing or more advanced work taking place in partner organisations such as the staff network within the police service.

- Whilst avoiding consultation and engagement fatigue there is potential for more consistent and practical use of community engagement as part of the process of completing equality impact assessments.
- Consideration needs to be given to directly engaging with disabled people across the diverse of communities in the area

3.3 Service delivery and customer care

Strengths:

- Slough Borough Council displays a strong commitment to equality and diversity which has produced a customer focused culture of service delivery to local people. This has been encouraged through the exceptional cultural understanding of staff and the use of EIAs particularly in Children's and Young Peoples services which has built a mature approach and understanding of customers and their changing needs and priorities.
- There are many examples of innovation and willingness to engage to transfer real outcomes for customers through service delivery. Work of particular significance includes:
 - Extensive groundwork and engagement with local Roma gypsy travellers which has secured the attendance of 20 additional children in school and created provision of lifelong learning programmes
 - Reaching out to the Polish community through the 'underground' website to effectively foster and capture their engagement and the resulting communication for the achievement through national media.
 - Provision of a screening facility for the women's only Asian swimming session in the new pool
 - The production of the Asian catering guide and staff knowledge about the sensitivities of certain disabilities such as AIDs.
- The Council has a strong partnership ethos and strives to work with its partners to develop priorities that deliver outcomes for local people through service improvement and delivery. The involvement of community and voluntary groups through the annual diversity conference is an outstanding example of best practice and should be continually celebrated and broadened to ensure the effective representation of local need.
- There is clear evidence of strong procurement practices that have widened the access for local businesses to effectively compete for opportunities. The requirement for contractors to provide equality monitoring reports on employee representation across their organisations demonstrates sophistication and a proactive attitude that should be lauded as best practice.

Areas for improvement:

- Continue to categorise suppliers at PQQ stage to extend access to contracts
- Greater effort should be invested in developing a communications plan with the objectives of sharing experiences, celebrating achievements and encouraging directorate learning across the Council, with partners and building a reputation within the community. This could be further enhanced along the journey towards achieving Excellent, under the new framework by opening it further to share and celebrate with other partners and Councils, driving the peer learning programme.

- There is still some merit in expanding the involvement of EIAs to all staff. This would capture the depth of knowledge held by staff at all levels, increase the ownership of actions arising and add quality to the EIA process, which would translate into enhanced outcomes.
- Structures to effectively support the monitoring and evaluation of equality actions and outcomes still requires further attention to ensure dedicated and valuable work is not lost. This is would benefit from the implementation and embedding of a rigorous performance management and reporting system that measures the outcomes seeking to be achieved.
- There is still potential to explore the needs of those with 'softer' diverse needs, such as people leaving social care and those with mental health issues. Further information about the needs and provisions for a wider range of diverse needs would go a long way to build the confidence of staff to handle and provide a service and opportunities that truly makes a difference.

3.4 Employment and training

Strengths:

- Managers are open and accommodating. There is a positive open door policy. Staff are enthusiastic, dedicated and feel valued
- There is clear evidence that the equalities agenda is owned across the Council by teams and individuals. Staff are culturally aware.
- There are flexible family friendly working arrangements.
- The workforce is fairly representative of the community it serves.
- Job evaluation and pay harmonisation are at an advanced stage.
- Reasonable adjustments are made in a timely manner.
- Communications have been improved including use of the intranet, internet and magazine.
- There is a BME staff group and a disabled staff group.
- A multi-faith room has been provided for people of all faiths.
- There has been a good take up of E&D members' training both for the induction of new members and ongoing training.

Areas for improvement:

- BME staff are underrepresented in the top 5% of earners (13.16% projected 2008/9). This is an area we consider needs to be addressed.
- Disabled staff are underrepresented in the top 5% of earners (1.35% projected 2008/9). This is an area we consider needs to be addressed.
- Need to ensure that there is systematic support for LGBT staff. Consideration could be given to becoming a Stonewall champion. Consideration could also be given to joint working with the Police, PCT and University in furthering this agenda.
- Ensure that there is clarity in the sickness policy in relation to absence related to disability.

- Need to ensure that all staff are involved in developing Equality Impact Assessments and understand the targets set for their service area.
- There is potential to provide enhanced employment opportunity for people with a disability including those employees at Speedwell who aim to enjoy integrated employment. This agenda could be extended to joint working with partner organisations in both the public and private sector.
- Equality and diversity training for all staff is welcomed. Consideration could be given to ensuring refresher training takes place.
- When considering shared services ensure equal commitment to Equality agenda.

3.5 Main Challenges

As the Council moves forward beyond level 3 to achieving the excellence level of the new framework the following main challenges will need to be addressed;

- The development of the LGBT agenda both inside the Council and with partners
- The provision of active support for disabled people into integrated employment
- Maximising the opportunities offered by the implementation of the new Corporate Equality Plan and the identified need to reconfigure the Council Equality Working Group to create a “golden thread” on equalities and to take the work forward as one organisation.

IDeA March 2009

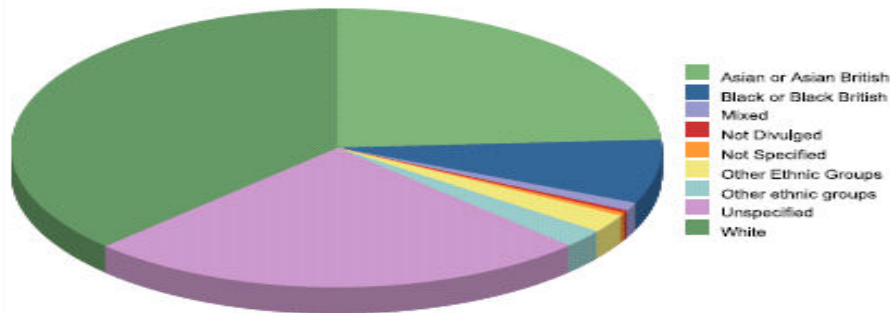
Ward Analysis with SR type

SR Type	Number of Service Requests																Number of Service Requests
	Baylis and Stoke	Britwell	Centra	Chalvey	Clippenharn Green	Clippenharn Meadows	Colnbrook and Poyle	Farnham	Foxborough	Haymill	Kedermister	Langley St Marys	Unknowr	Unspecified	Upton	Wexham Lea	
Apply for service	1													9			10
Blue Badge - new	55	18	46	14	34	24	22	52	37	44	62	29		305	30	37	809
Blue Badge - renew	52	41	50	19	54	20	27	71	49	61	90	50	2	332	59	35	1,012
Blue Badge - replace damaged	1			1	2				1			3		4	1	1	14
Blue Badge - replace lost	6	1	3	2				1	1	5				7		3	29
Blue Badge - replace stolen	2	3	1	1	1	2			1		4	2		12	2	1	32
Bus pass - new disabled	2			1	2	1		1		1		4		4			16
Bus pass - new elderly	5	2	14	3	5	2	3	6	3	4	1	5		42	5	3	103
Call passthrough	202	142	88	44	121	38	35	139	138	224	353	100	9	10,349	52	75	12,109
Call Passthrough - FAQ	227	101	189	83	143	164	112	221	112	220	195	164	13	4,320	148	109	6,521
Call Passthrough - Switchboard	163	92	86	48	104	65	45	139	103	181	186	109	16	13,441	94	95	14,967
Call Turnaround	137	82	141	73	106	80	71	127	89	143	109	106	21	26,469	83	95	27,932
Change in circumstances	1	1	1					2				1		7			13
Change of address	244	54	282	77	155	198	201	272	76	300	127	191	16	2,969	178	169	5,509
Document scanned/received	1,379	437	1,287	638	549	544	444	1,193	444	723	826	450	25	8,131	615	850	18,535
Information not available	105	40	93	34	103	33	45	83	71	99	122	100	1	3,077	85	59	4,150
Notification of death	36	22	37	5	70	39	21	80	17	61	103	36		320	37	69	953

SR Type	Number of Service Requests																Number of Service Requests
	Bayliss and Stoke	Britwell	Centra	Chalvey	Clippenham Green	Clippenham Meadows	Coinbrook and Poyle	Farnham	Foxborough	Haymill	Kedermistoe	Langley St Marys	Unknown	Unspecified	Upton	Wexham Lea	
Report a problem	21	18	14	6	16	17	7	30	13	43	11	20	2	489	53	28	788
Request advisor consultation	597	153	588	300	161	193	168	490	176	295	349	173	12	3,517	299	340	7,811
Request Information	4,028	2,000	3,505	1,473	2,240	2,003	1,845	3,716	2,136	3,864	3,959	2,261	299	85,275	2,185	2,254	123,043
Apply for service - eform	88	50	99	44	69	72	41	95	62	84	91	57	11	18,412	48	67	19,390
Complaint - CSC		1												1			2
Blue Badge - cancel					2	1			1		1	1		4		1	11
Bus pass - renew elderly					1							1		1	1		4
Bus pass - replace lost					2						2			3			7
Customer feedback noted						1											1
Blue Badge - found									1					4			5
Bus pass - found									1					3			4
Bus pass - renew disabled											1			3			4
Bus pass - replace damaged														1			1
Complaint - corporate														2			2
Bus pass - replace stolen															1		1
Grand Total	7,352	3,259	6,527	2,866	3,940	3,497	3,091	6,718	3,531	6,355	6,595	3,863	427	177,554	3,978	4,292	243,845

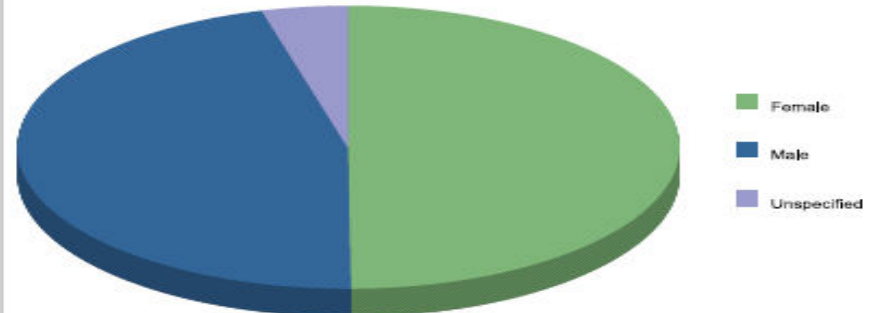
Select a range of dates for the report
Between 1/3/2008 and 28/2/2009

Ethnicity Breakdown



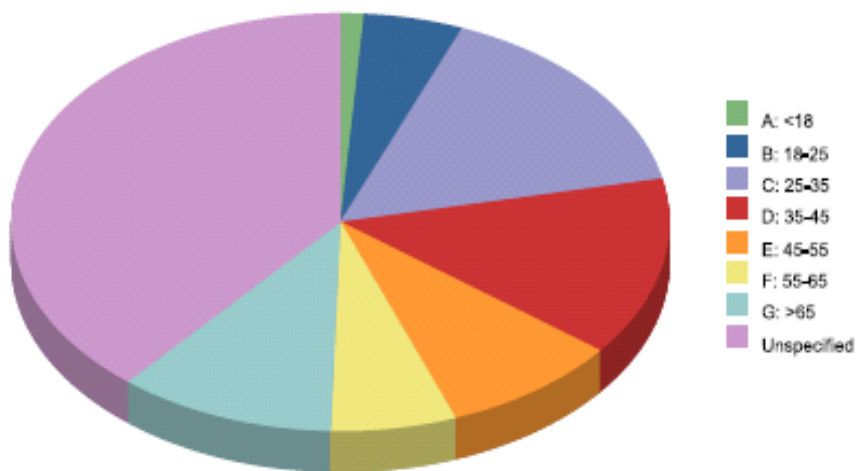
Ethnicity	Ethnicity Subtype	Number of Customers	Percentage of Customers
Asian or Asian British	Any other Asian background	1,385	3.1%
	Bangladeshi	0	0.0%
	Indian	0	0.0%
	Pakistani	0	0.0%
	Unspecified	190	0.4%
Black or Black British	Unspecified	0	0.0%
	African	0	0.0%
	Any other Black background	0	0.0%
Mixed	Caribbean	944	2.1%
	Unspecified	0	0.0%
	Any other mixed background	193	0.4%
Not Divulged	White and Asian	0	0.0%
	White and Black African	0	0.0%
	White and Black Caribbean	0	0.0%
Not Specified	Unspecified	0	0.0%
	Unspecified	0	0.0%
Other Ethnic Groups	Any other ethnic group	4	0.0%
	Chinese	0	0.0%
Other ethnic groups	Unspecified	27	0.1%
	Not stated	0	0.0%
Unspecified	Unspecified	11,497	25.7%
	Unspecified	1	0.0%
	Unspecified	0	0.0%
White	Any other White background	0	0.0%
	White British	13,764	30.8%
	White Irish	0	0.0%
Grand Total		44,884	100.0%

Gender Breakdown



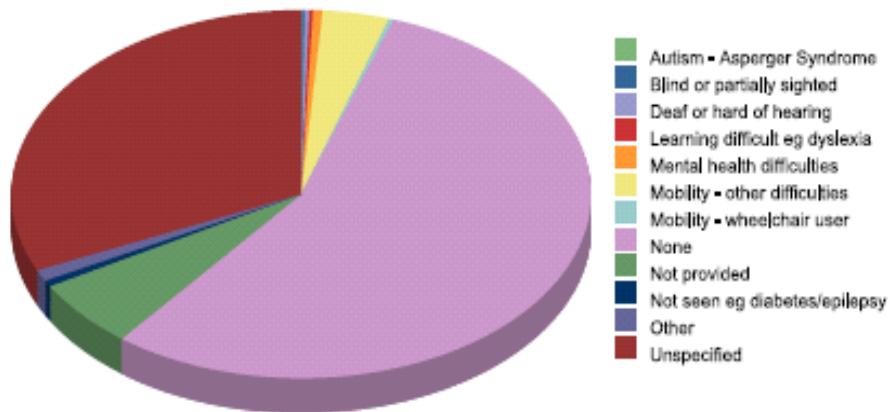
Gender	Number of Customers	Percentage of Customers
Female	22,283	49.9%
Male	20,530	45.9%
Unspecified	1,871	4.2%
Grand Total	44,884	100.0%

Age Range Breakdown



Age Range	Number of Customers	Percentage of Customers
A: <18	514	1.2%
B: 18-25	2,185	4.9%
C: 25-35	6,979	15.6%

Disability Breakdown



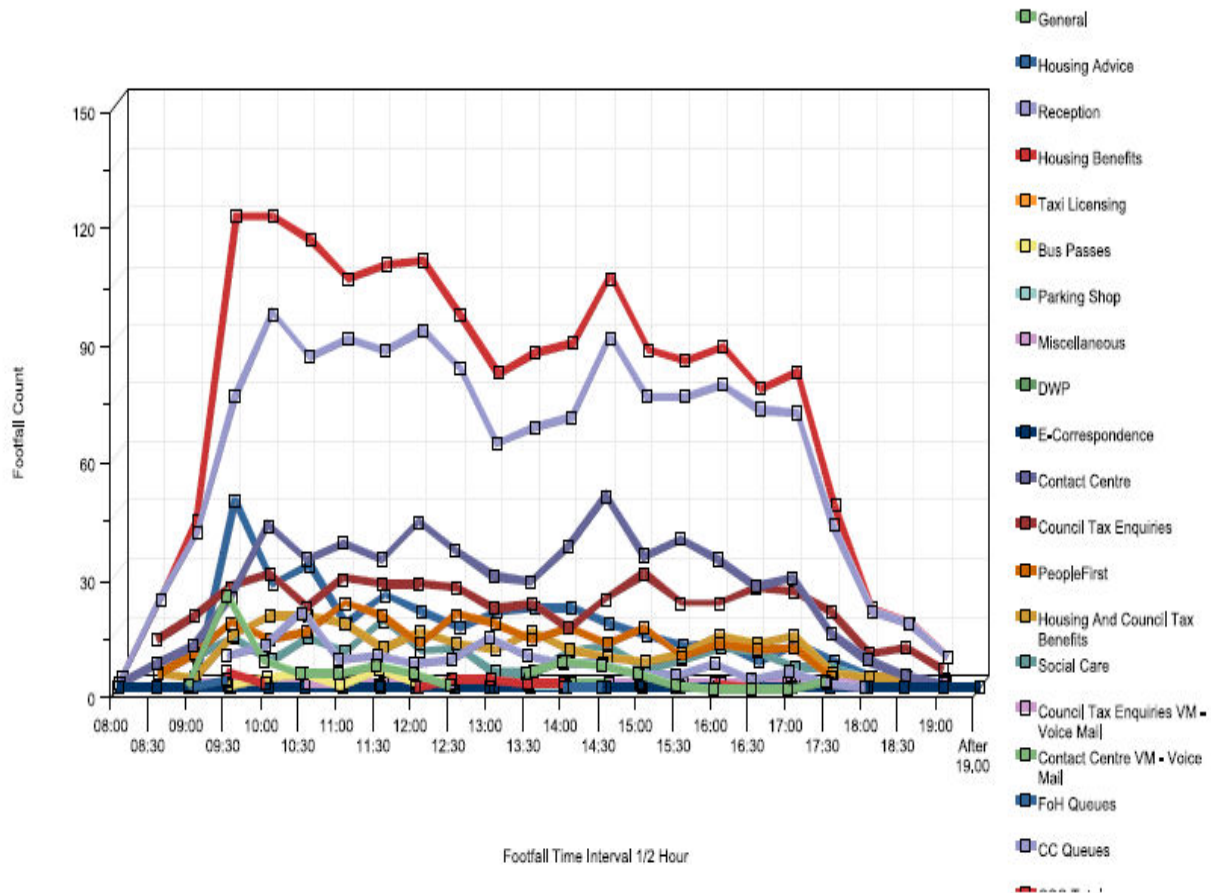
Primary Disability	Number of Customers	Percentage of Customers
Autism - Asperger Syndrome	11	0.0%
Blind or partially sighted	83	0.2%
Deaf or hard of hearing	107	0.2%

Age Range	Number of Customers	Percentage of Customers
D: 35-45	6,204	13.9%
E: 45-55	3,924	8.8%
F: 55-65	2,746	6.1%
G: >65	4,787	10.7%
Unspecified	17,345	38.8%
Grand Total	44,884	100.0%

Primary Disability	Number of Customers	Percentage of Customers
Learning difficult eg dyslexia	99	0.2%
Mental health difficulties	235	0.5%
Mobility - other difficulties	1,663	3.7%
Mobility - wheelchair user	120	0.3%
None	24,771	55.4%
Not provided	2,699	6.0%
Not seen eg diabetes/epilepsy	259	0.6%
Other	434	1.0%
Unspecified	14,203	31.8%
Grand Total	44,884	100.0%

Date Queue Type
16/3/2009 (Not Specified)

CSC Footfall Analysis



Date	Location	Queue Type	Footfall Count																	Footfall Count								
			08:00	08:30	09:00	09:30	10:00	10:30	11:00	11:30	12:00	12:30	13:00	13:30	14:00	14:30	15:00	15:30	16:00		16:30	17:00	17:30	18:00	18:30	19:00	After 19:00	
16/03/2009	Front of House	General			2	25	8	5	5	7	5	2		5	8	7	5	2	1	1	1	3					92	
		Housing Advice		1	3																							10
		Reception			9	12	20	8	9	7	8	14	9	7	7	4	4	7	3	5	2	1						136
		Housing Benefits			5	2						1	3	3	2	2			2	1								23
		Taxi Licensing					2					1																4
		Bus Passes			1	3	4	1	5	2																		16
		Parking Shop					1								1	1		1										4
		Miscellaneous							1	1		2	1		2					1				2				10
		DWP											1															1
	Front of House Total				3	46	25	30	15	22	18	14	18	19	19	15	12	9	10	5	10	5	1				296	
	Call Centre	E-Correspondence	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Contact Centre	1	6	11	23	41	33	37	33	42	35	29	27	36	49	34	38	33	26	28	14	7	3	1		587	
		Council Tax Enquiries			12	18	25	29	20	27	26	25	20	21	15	22	29	21	21	25	24	19	8	10	4		447	
		PeopleFirst			3	8	16	12	14	21	18	11	16	16	12	15	11	15	7	11	9	10	2				229	
		Housing And Council Tax Benefits			3	2	13	18	18	16	10	14	11	9	14	9	7	6	8	13	11	13	3	2	2		202	
		Social Care			7	12	6	12	8	16	8	9	3	3	8	10	4	6	9	8	4	4	1		1		139	
		Council Tax Enquiries VM - Voice Mail			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contact Centre VM - Voice Mail				0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Call Centre Total		1	24	46	89	106	97	109	103	101	98	77	77	83	95	88	80	87	79	79	42	18	15	6	0	1604		

Indicators..... at-a-glance (October - December 2008)

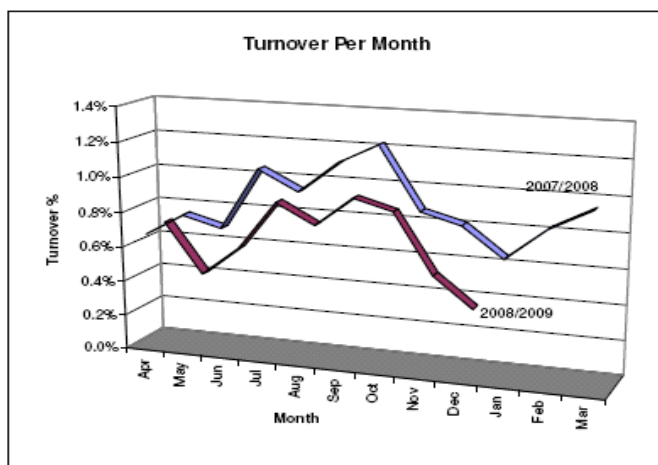
Workforce Profile as at 31st December 2008

Headcount	1767	FTE*	1373.8
Vacancies#	644	Disability	6.3%
BAME**	40.3%	Non BAME	59.7%
Female	70.8%	Male	29.2%

* FTE = Full Time Equivalent
 ** BAME = Black, Asian and Minority Ethnic (of those declaring)
 # Vacancies = Posts Vacant

The headcount for the council has risen by 1%, increasing the percentage of staff from BAME backgrounds by 0.6%. The number of staff declaring a disability has also risen, taking the percentage from 5.9% last quarter to 6.3%. The male/female comparison remains constant with 70.8% of the workforce female. The age and service profiles are consistent with previous quarters, with the age group 40-49 and the service length 6-10 years with the largest number of staff. See page 4 for further information.

Turnover

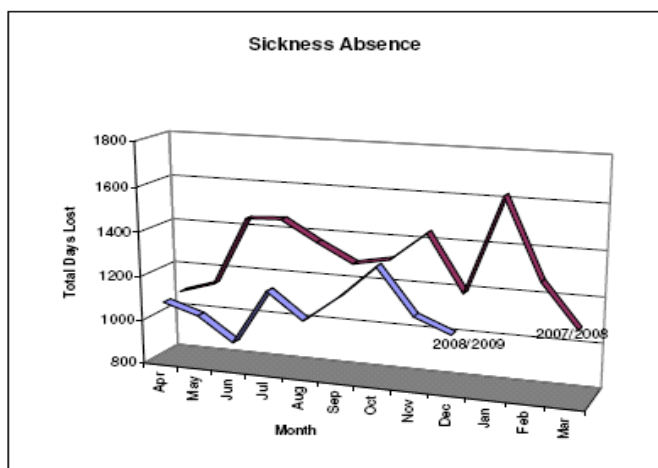


*2008/2009 8.4%
 Quarter 3 2008 1.7%
 2007/2008 10.8%
 Quarter 3 2007 3.0%

The chart opposite continues to follow a similar formation to last year, although the turnover has taken a steeper decline over the last 3 month period. The projected turnover for the year is 2.4% less than last year, whilst the quarter 3 total has reduced by 1.3%. There were a total number of 44 leavers in the period, however only those who resigned (30) have been included in the turnover calculation. Further details are given on page 2.

* Projection

Sickness

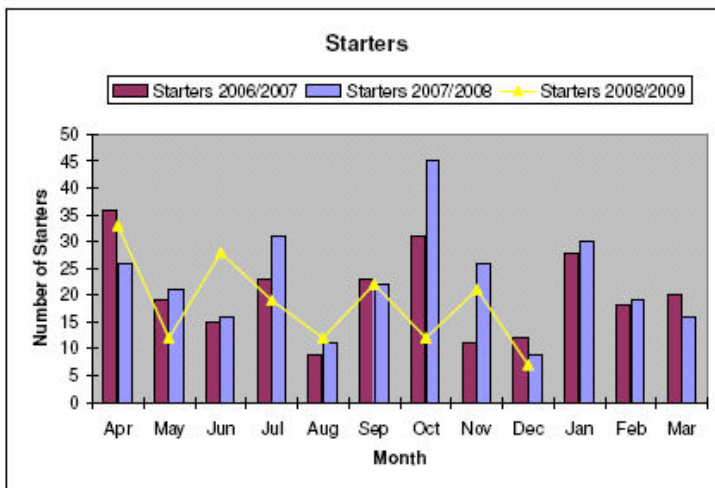


*2008/2009 10.2
 Quarter 3 2008 2.5
 2007/2008 12.0
 Quarter 3 2007 2.9

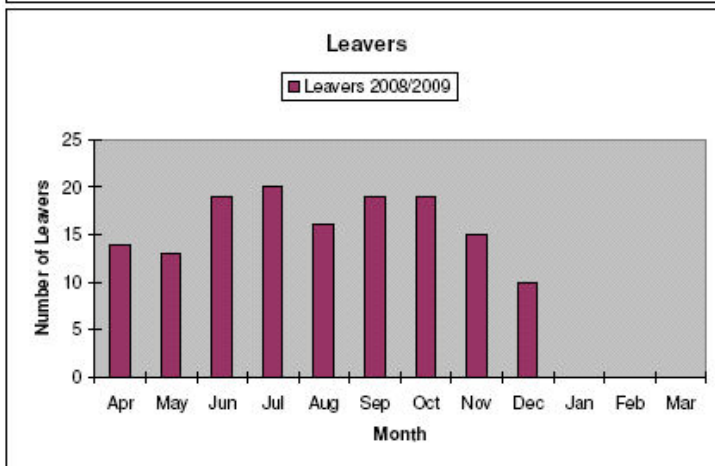
The chart shows sickness continues to be below that reported last year. The days lost per FTE for the quarter are below the results of the same period last year (-0.4%). Sickness continues to show positive improvements, with the projected yearly sickness figure at 10.2 days lost per FTE, 1.8 days less than last year's actual. The total salary cost to sickness this quarter was £271,094 and the highest sickness reason was Infections at 805.5 days lost and a cost to the authority of £70,385. Further details of sickness are given on page 3.

* Projection

Starters & Leavers (October - December 2008)



The number of starters in the third quarter of the year, have reduced by 50% on the same period last year (40 starters 2008/09, 80 in 2007/08). The majority of starters were in Education & Children's Services and Resources with 15 new starters each, with the majority of starters in November (21). The reduction in the number of starters, may, in part, be due to the current controlled recruitment activity restrictions in force.



There were 44 leavers in quarter 3, with the majority leaving in October (19). Community & Wellbeing and Education & Children's Services had the most leavers in this period, losing 17 staff. Resignation was the most prominent reason for leaving (30).

Termination Reason	Total
Resigned	30
Retirement (Ill Health)	0
Retirement (Age)	4
Other*	10

After Resignation, Age Retirement and End of Contract were the next highest reasons with 4 and 5 leavers respectively (20%).

* Other consists of the following reasons: Compromise Agreement, Death in Service, Dismissed, Early Retirement, End of Contract, Left without notice, Redundancy (Voluntary and Compulsory) and TUPE transfers.

Workforce by Directorate & Vacancy Level - December 2008

Directorate	FTE	Full Time	Part Time	Vacancy Level (Posts)
Chief Executive	3.0	2.0	1.0	3
Community & Wellbeing	214.3	189.7	24.6	224
Education & Children's Services	216.5	162.8	53.7	233
Green & Built Environment	70.5	68.8	1.7	71
Improvement & Development	23.5	22.0	1.5	24
Resources	87.3	82.3	5.0	89
TOTAL	615.1	527.6	87.5	644

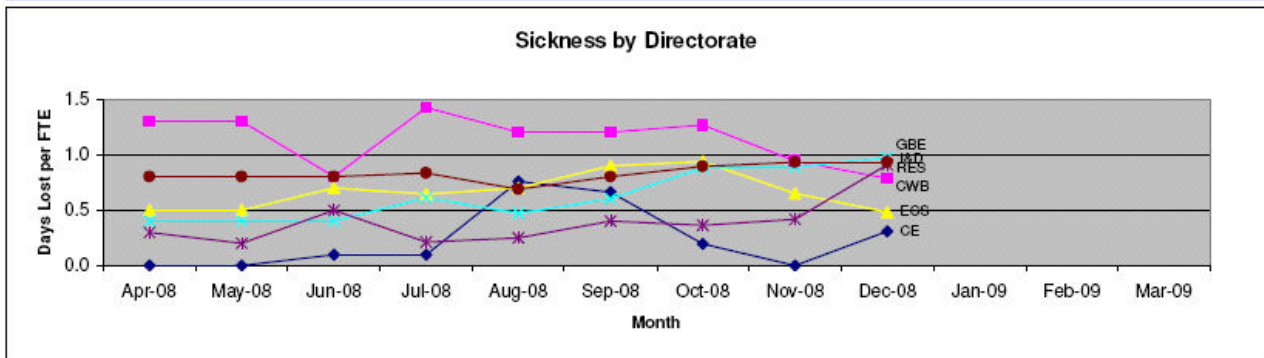
There were 62 less posts vacant at December 2008 than September 2008 (8.7%). Although most directorates saw a reduction in their number of vacancies, Green & Built Environment had the largest fall in vacant posts, from 102 to 71 (30.4%), due to a data cleansing exercise between the HR Business Partner team and the directorate Finance managers. These figures are as last reported by directorates.

Sickness (October - December 2008)

Quarter 3

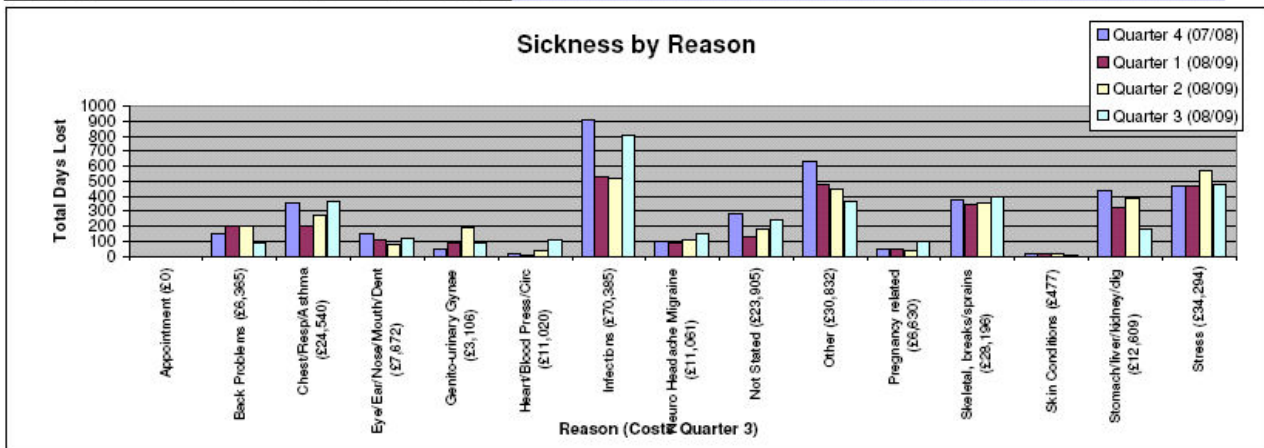
Directorate	Headcount	FTE	% of Workforce	Days Lost due to sickness	% of total days Lost	Days lost per FTE	Salary Cost of sickness
Chief Executive	27	26.0	1.9%	13.0	0.4%	0.5	£1,210
Community & Wellbeing	574	323.3	23.5%	969.5	27.8%	3.0	£45,229
Education & Children's Services	472	379.3	27.6%	784.5	22.5%	2.1	£68,489
Green & Built Environment	239	225.9	16.4%	619.0	17.7%	2.7	£58,928
Improvement & Development	51	45.7	3.3%	77.0	2.2%	1.7	£9,546
Resources	404	373.6	27.2%	1027.5	29.4%	2.8	£87,692
TOTAL	1767	1373.8	100%	3490.5	100.0%	2.5	£271,094

The total number of sickness days lost to the authority has risen for the second consecutive quarter, up 87.5 days on the previous quarter, however with the headcount rising slightly, this has not impacted on the number of days lost per FTE which remains at 2.5 days. The salary costs lost to the authority have increased this quarter by £14,269. Community & Wellbeing have the highest days lost per FTE at 3.0, however this is an improvement on last quarter (3.8). Resources have the largest portion of days lost at 29.4% and the highest salary costs at £87,692. The sickness chart below shows Green & Built Environment and Resources have continued to rise steadily over the period, with Chief Executives and Improvement & Development sharply increasing in December.



Salary Band	Total Days Lost	%
<£15,000	956	27.4%
£15,000 to £19,999	887	25.4%
£20,000 to £24,999	658	18.9%
£25,000 to £29,999	491	14.1%
£30,000 to £34,999	171	4.9%
£35,000 to £39,999	207.5	5.9%
£40,000 to £44,999	84.5	2.4%
£45,000+	35.5	1.0%

52.8% of sickness was taken by staff earning less than £19,999, however staff in this pay bracket only accounts for 48% of the total workforce. 34% of staff earning less than £15,000 and 28% of staff in the £25,000 to £29,999 have recorded their absence as stress, the most sickness days lost to a reason other than infections. Skeletal breaks and sprains accounted for 87% of the sickness taken by staff earning less than £29,999.



Sickness has risen in several categories this quarter, with Infections showing the largest increase in sickness up 286 days on last quarter. Sickness rises in categories such as infections and chest & respiratory problems are not uncommon at this time of the year, so chart movement in those areas is expected. Stress absence has reduced since last quarter by 92.5 days, however this still accounts for 14% of the overall sickness taken. Pregnancy related absence has seen a significant rise in sickness over the quarter, with the total days lost more than doubling. Sickness recorded as other is continuing on a downward trend, showing that the recording of absence by directorates is continuing to improve. The highest salary costs lost to the authority were Infections at £70,385 and stress at £34,294.

Workforce Profile - Ethnicity, Disability, Gender, Age Group & Service Length

Profile as at 31st December 2008

Total Workforce (excluding schools)

Ethnicity Breakdown	31-Dec-08		Slough Census Comparator
	Total	%	
(a) White		58.6	63.7 (-5.1)
British	906	51.3	58.3 (-7.1)
Irish	26	1.5	2.1 (-0.6)
Any Other White Background	104	5.9	3.3 (+2.6)
(b) Mixed		2.3	2.3 (0)
White & Black Caribbean	14	0.8	0.9 (-0.1)
White & Black African	8	0.5	0.2 (+0.3)
White & Asian	10	0.6	0.7 (-0.1)
Any Other Mixed Background	9	0.5	0.5 (0)
(c) Asian or Asian British		26.8	27.9 (-1.1)
Indian	244	13.8	14.0 (-0.2)
Pakistani	170	9.6	12.1 (-2.5)
Bangladeshi	4	0.2	0.1 (+0.1)
Any Other Asian Background	55	3.1	1.7 (+1.4)
(d) Black or Black British		9.3	5.1 (+4.2)
Caribbean	70	4.0	2.9 (+1.1)
African	79	4.5	1.9 (+2.6)
Any Other Black Background	15	0.8	0.2 (+0.6)
(e) Chinese or Other ethnic Group		1.1	1.0 (+0.1)
Chinese	11	0.6	0.3 (+0.3)
Other Ethnic Group	9	0.5	0.7 (-0.2)
Non Disclosure	24	1.4	
Blanks	9	0.5	
Ethnic Minority employees (Headcount)	698		
Total Headcount (Full time and Part time permanent staff and staff on temporary contracts of >12 months as per BVPI guidance)	1767		

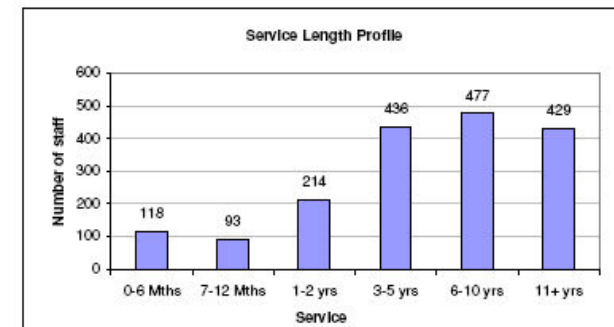
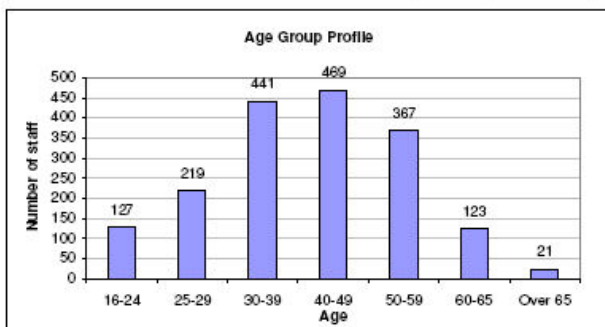
Ethnic Minorities represent 40.3% of those declaring ethnicity, 39.5% of total headcount

White represent 59.7% of those declaring ethnicity, 58.6% of total headcount

Total non-disclosure of ethnic background 1.9% of total headcount.

Gender Breakdown	31-Dec-08		Slough Census
	Total	%	
Female	1251	70.8	50.2 (+20.6)
Male	516	29.2	49.8 (-20.6)

Disability Breakdown	31-Dec-08	
	Total	%
Yes	111	6.3
No	1561	88.3
Non Disclosure	60	3.4
Blanks	35	2.0

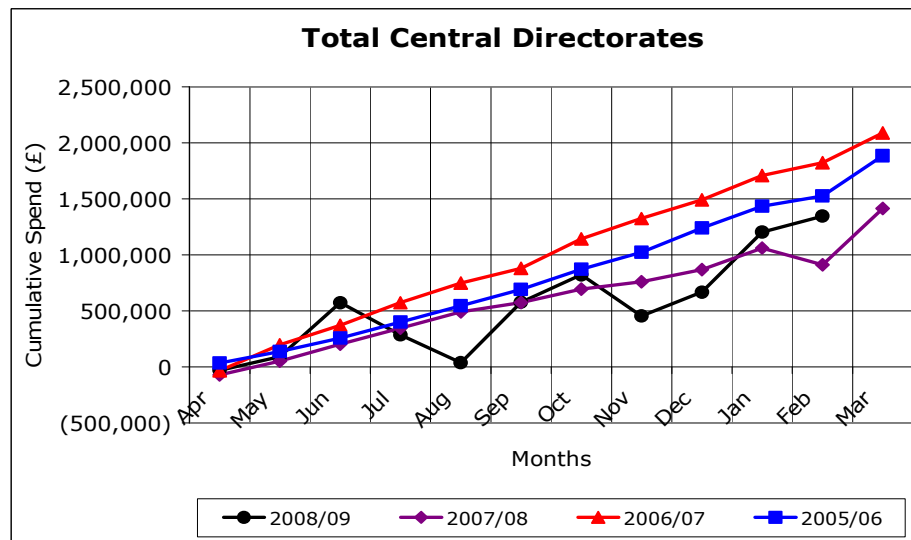
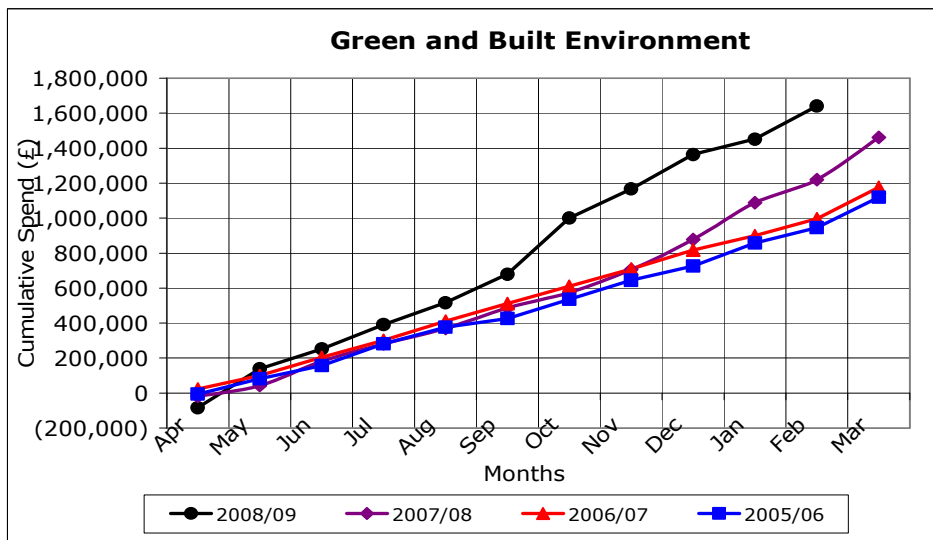
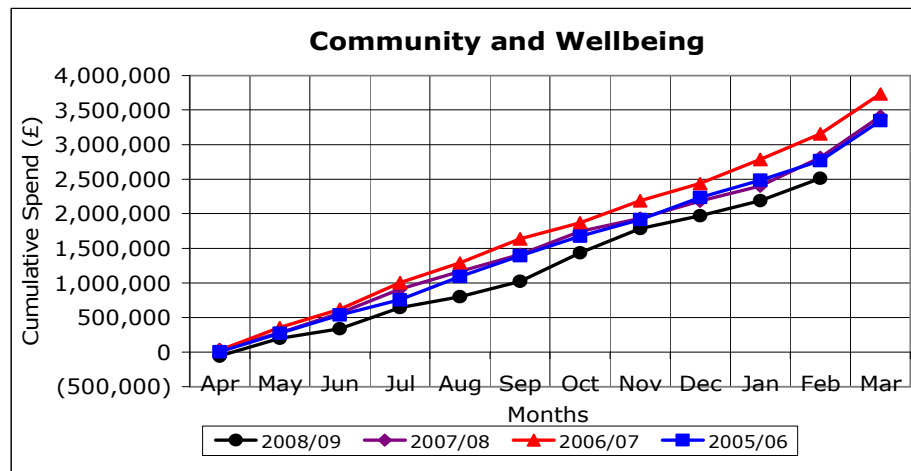
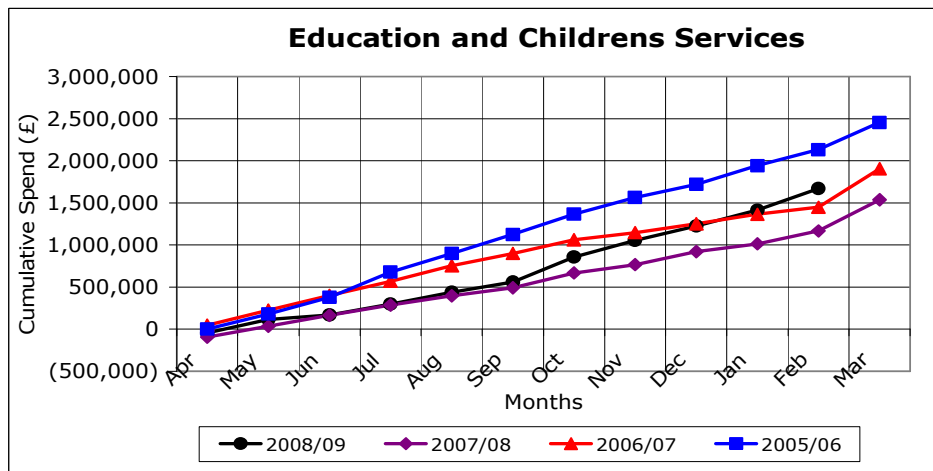


The ethnic profile for quarter 3 shows the number of staff from ethnic minority backgrounds, has increased from 39.7% last quarter to 40.3% this quarter. This has consequently had an effect on the number of staff from White backgrounds, where the percentage of staff is 5.1% down on the Slough census (-4.5% last quarter). The number of staff in the Indian category has seen the largest increase in staff, making the percentage of the workforce rise from 13.6 to 13.8%. Staff from Asian or Asian British has risen against the Slough census and is now 1.1%, whilst staff in Black or Black British groups has seen an increase against the Slough population to +4.2%.

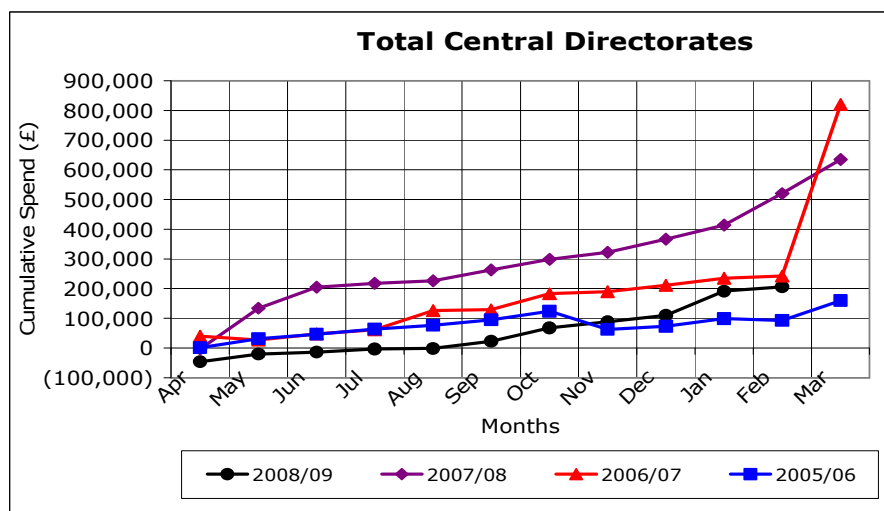
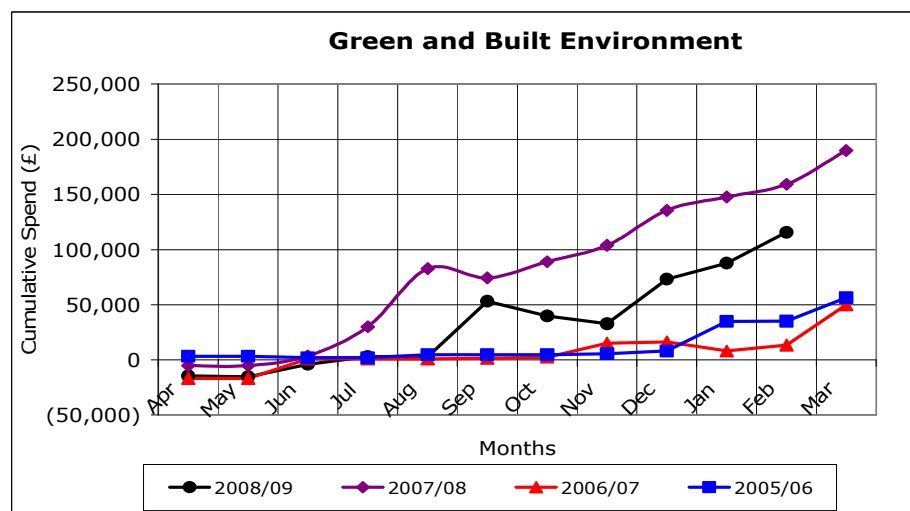
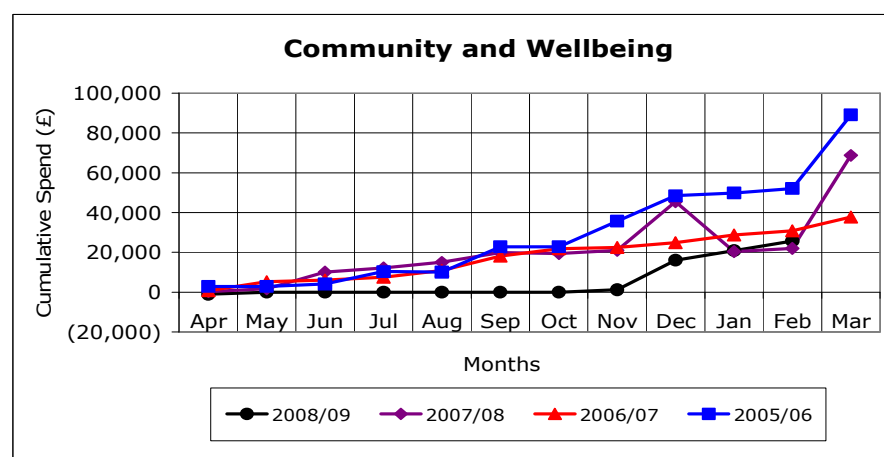
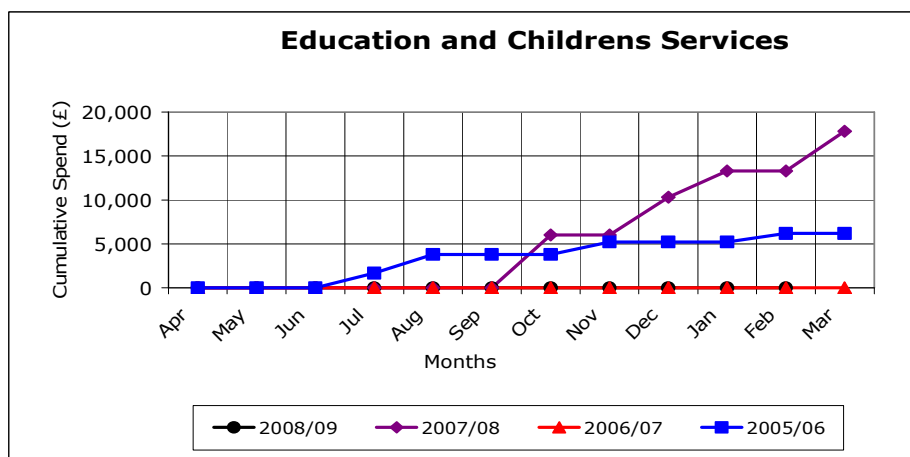
The gender breakdown of staff has remained stable over the quarter, with the percentage of female staff changing slightly from 70.9% to 70.8%. The number of staff declaring a disability has risen this quarter to 6.3%, up from 5.9% in quarter 2. The percentage of staff not wishing to declare a disability has seen an improvement, down from 6.7% to 5.4% this quarter.

The age group profile shows staff aged 40-49 is the most prominent age group in the council (26.5%). 8% of staff are over the age of 60. 6-10 years service has the highest number of staff with 26.9% of the total share.

Year on Year Level of Agency Staffing Spend by Directorate



Year on Year Level of Consultancy Spend by Directorate



Summary Variance Analysis - For the Period Ended: 28th February 2009

Education & Childrens Services

Pressures / Savings	Projected Variance £'000	Description
Children & Families	592	<p>This reflects an increase in the number of external residential placements during the first part of this year together with the part year withdrawal of health funding for one client resulting in a cost pressure of £130k. Also an adverse pressure exists as a result of legislative change in respect of increased liabilities for children in Foster care that want to pursue Further Education which extends the borough's financial commitment to their foster support beyond their 18th birthday until they are 21, together with an increase in the number of clients and extensions to placements within foster settings costs £250k. This will inevitably have an adverse impact on the 2009-10 budget position, particularly as no demographic growth was secured in the PPRG process.</p> <p>The Public Law Outline (PLO) will replace the existing Protocol for Judicial Case Management in Public Law Children Act Cases from 1 April 2008 which aims to reduce unnecessary delay and is designed to promote better co-operation between all the parties involved in care and supervision cases. A result of this is that there has been a dramatic increase in the demand placed upon the provision of Family Group Conferences which is expected to create a pressure of £50k.</p> <p>A continued trend of increases in demand led intervention to prevent children from becoming looked after evidenced from a previously raised issue regarding referral and assessment activity creates a pressure of £90k. Linked to this an increase in the number of foreign clients requiring support has produced a pressure in respect of the interpretation services being accessed at a cost of £40k.</p> <p>Clients leaving care qualify for financial allowance support for 3 years up until their 21st birthday (or 24th depending on whether they pursue FE). A detailed analysis of activity indicates that not all clients exercise this right following changes in their circumstance thus resulting in a cost reduction to the borough. The cost of providing supported lodgings for children leaving care is also expected to reduce this year following expectation that a publicity campaign to recruit carers will not take place until later this financial year. Together these 2 save £100k.</p>
Youth	(50)	The AD for Children & Families, who also leads on the Youth Service, has indicated there will now be an overall saving of £50k across the entire Youth Service.
Inclusion	(244)	The requirement to support clients via direct payments has seen a reduction in the rate of growth that was previously experienced due to parental capacity saving around £50k. A reduction of 2 clients from within residential settings saves £55k. The careful management of vacancies including cases of maternity leave has saved £40k. Other savings of £60k have arisen following the utilisation of DSG funds for additional management support and an extended period of unpaid leave for an employee.
Raising Achievement	(402)	An estimated under spend reflecting current school children take up linked to efficient procurement of contracts across Home to School, the successful sale of school crossing patrol services to schools and the application of grant funding to offset costs as a one-off in 2008-09.
Strategy, Information & Resources	(422)	Primarily as a result of successful negotiation to recover the costs of Capita EMS licences from schools saving £49k, the anticipated reduction in costs associated with both the Primary & Secondary Assessment centres, each of £50k, the expected under spend on the joint arrangement for Teachers Premature Retirement Costs of £23k and an under spend on the budget b/fwd to undertake school suitability surveys of £16k. Savings from the PFI c/fwd request following a reduction in services accessed and deliberate management action across several budget heads have contributed further savings of approximately £100k. Savings of £50k following removal of rates liability for Manor Lodge.
	(526)	

Community & Wellbeing

Pressures / Savings	Projected Variance £'000	Description
Care Packages	769	This is due to overspends of £288k on residential care; £128k on external home care; £230k on Direct Payments (all client groups), and £90k on Nursing, Day & Other Care.
Internal Care Services	239	These are mainly costs being incurred by the Internal Residential Homes (£385k) due to the reprovision programme as well as overspend of £119k relating to Langley Day Centre which has not been closed/changed in line with the 08-09 Star Chamber decision.
Other Services	(531)	This underspend is savings on staff and support costs across a range of services in C&CE and Business Support, Commissioning & Contracts.
	477	

Green & Built Environment

Pressures / Savings	Projected Variance £'000	Description
Waste Disposal	(167)	Contractual dispute - disposal of fridges; plus increased Joint Arrangement contribution; offset by trade waste income maximisation; capitalisation of costs and impact of red bin recycling scheme in recent months.
Highways Maintenance / Lighting Energy	90	Dispute surrounding street lighting energy contract renewal date and negotiated preferential rates; offset by general maintenance savings.
Concessionary Fares	150	Increased initial demand/Shortfall of government grant, partially offset by reduced demand in recent poor weather period.
Housing	248	L & Q Housing - contractual settlement
Staffing	(409)	Potential savings from staff vacancies (net)
Other Variances under £50K (net)	(102)	Wexham Nursery rent income; Chalvey Depot business rates; Flood Defence Levy; Alcohol intervention; Joint Strategic Planning Unit; highways rents; traffic management; running costs savings (via procurement strategy)
	(190)	

Central Directorates

Pressures / Savings	Projected Variance £'000	Description
CSC	123	Targeted savings through BPR not likely to be achieved.
Fundamental Review	384	Anticipated savings not achievable due to delays in the implementation of the Fundamental Review.
Commercial Rents	171	Reduction in Commercial rental income due to a number of vacant units, unachievable accruals from last financial year and loss of income from Accord (c£74k).
Accommodation Strategy	287	Unachievable savings for Accommodation Strategy.
Capital Disposal & Feasibility costs	425	Pressure from Capital Disposal and Feasibility costs (figure to be confirmed).
Slough Music Event	74	Loss on the Slough Music Event.
Targeted Salary Savings	476	Targeted savings from Vacancy Factors/Self Funding Harmonisation.
All Cost Centres	(866)	Gross savings from vacant posts.
Building Maintenance	(100)	Savings on the costs of the corporate building maintenance contract.
Income	7	Expected additional income generated over all cost centres.
Running Costs	70	Additional running costs at St. Martin's Place (Service charges + Building Cleaning).
Running Costs	(44)	Miscellaneous Savings on Running Costs
All Cost Centres	(861)	Possible funding from contingencies & earmarked reserves.
	146	

Risk and Return English local authorities and the Icelandic Banks

Cross-cutting National Report – Audit Commission

Summary

Local authorities invest large sums of public money

- On 7 October 2008, 451 authorities had investments of over £31 billion.
- The total of deposits far exceeded the level of reserves; some of the deposits included borrowed money.
- In 2008/09, interest was around £1.8 billion, just under 2 per cent of total income.
- In a small number of district councils, income from interest was similar to that from council tax.
- Interest rates fell between October 2008 and March 2009, putting pressure on some budgets.

Deposits were widely spread

- On 7 October 2008, local authorities held deposits in 144 different organisations.
- Fifty-seven per cent of funds were held in UK organisations, the remainder in banks whose owners were based in 24 other countries.
- More than 20 per cent of deposits were in Irish owned institutions.

Local authorities had £954 million in Icelandic banks when they went into administration

- Icelandic deposits amount to about 3 per cent of the total on deposit.
- One hundred and twenty-seven authorities are affected.
- Thirty have funds greater than 5 per cent of gross revenue expenditure at risk.
- Councils are not expecting to cut services or increase council tax significantly as a direct result.

Some local authorities reacted to warning signals about Icelandic banks, but not all

- The total on deposit halved between April and September 2008.
- The number of new deposits fell, but net new deposits after 1 April 2008 exceeded £500 million.
- Seven authorities negligently deposited money after credit ratings for Icelandic banks were downgraded below acceptable levels.

The national treasury management framework is broadly right, but has weaknesses

- Statutory guidance gives weight to credit ratings, but not to other relevant information.
- The Chartered Institute of Public Finance and Accountancy (CIPFA) guidance gives insufficient attention to risks which may be inter-related, for example banks in the same group or country.
- More guidance is needed about how to manage the full range of risks.

Local authority treasury management is of variable quality

- The best authorities:
 - Explicitly balance risk and reward;
 - review and scrutinise policies and procedures regularly;
 - have well trained staff and engaged elected members; and
 - use a wide variety of information.
- Poorer authorities:

- have weak governance;
- depend exclusively on credit ratings; and
- have staff who are inadequately trained.

Recommendations

Central government should:

- Review and revise the weaker aspects of the national framework highlighted in this report, especially the weight given to credit rating;
- Enable and require the Debt Management Office (DMO) to provide deposit accounts to public bodies if those bodies cannot achieve the security they require in the market; and
- Review the cost of early repayment of debt to the Public Works Loans Board to ensure that the structure introduced in November 2007 is not acting against the wider public interest by encouraging authorities to hold unnecessarily large deposits.

CIPFA should:

- Revise and tighten its code of practice for treasury management to take account of the findings in this report;
- Make more explicit the element of the prudential code that allows loans to be drawn down ahead of actually spending the money. Loans should be drawn down only after risks are fully assessed;
- Continue to work with the Association of Corporate Treasurers to develop appropriate training and qualification for those working in treasury management in local authorities; and
- Coordinate information sharing between local authorities to enable them to learn from one another. Any benchmarking activities should, as a minimum, highlight measures of security and liquidity of funds as well as yield.

Local authorities should:

- Set the treasury management framework so that the organisation is explicit about the level of risk it accepts and the balance between security and liquidity and the yield to be achieved. At the highest level, the organisation should decide whether it has:
 - Appetite and capability to be able to manage risk by placing funds with financial institutions; or
 - No appetite and/or insufficient capability to manage the risk of placing funds in the market, and should instead place funds with the UK government's Debt Management Office;
- Ensure that treasury management policies:
 - follow the revised CIPFA code of practice;
 - are scrutinised in detail by a specialist committee, usually the audit committee, before being accepted by the authority; and
 - are monitored regularly;
- Ensure elected members receive regular updates on the full range of risks being run;
- Ensure that the treasury management function is appropriately resourced, commensurate with the risks involved. Staff should have the right skills and have access to information and external advice;

- Train those elected members of authorities who have accountability for the stewardship of public money so that they are able to scrutinise effectively and be accountable for the treasury management function;
- Ensure that the full range of options for managing funds is considered, and note that early repayment of loans, or not borrowing money ahead of need, may reduce risks;
- Use the fullest range of information before deciding where to deposit funds;
- Be clear about the role of external advisers, and recognise that local authorities remain accountable for decisions made; and
- Look for economies of scale by sharing resources between authorities or with pension funds, while maintaining separation of those funds.

The Audit Commission will:

- Ask auditors to follow up this report as part of their use of resources work for 2008/09 and future years;
- Work with CIPFA to ensure that the lessons in this report and the research on which they are based are included in the revised treasury management guidance; and
- Work with others to produce guidance and tools for those in councils with a need to understand the treasury management function.

CAPITAL PROGRAMME MONITORING 2008 / 2009												
Line	Cost Centre Code	EXPENDITURE	Funding Source	2008/2009	2008/2009	2008/2009	2008/2009	2008/2009	% of	2008/2009	2008/2009	2008/2009
				March 2008	July 2008	March 2009	Spend per Oracle to 13 March 09	Variance to March 09 Budget	Spend to March 09 Budget	Budget Committed to Date		
				£'000	£'000	£'000	£'000	£'000	%	£'000	£'000	%
		Community and Wellbeing										
1	P793	Cippenham Library Extension	G	0	621	657	452	-205	69%	620	657	69%
2	P277	Community Care / Day Care Project	M	584	459	459	269	-190	59%	300	459	59%
3	P383	Herschel Park Project (Heritage Lottery Parks)	G / M	1,500	546	0	2	2	0%	2	0	0%
		Education and Children's Services										
4	P648	Amalgamation/School Reorganisation - Lea School	M	2,287	1,584	1,069	944	-125	88%	1,366	1,069	88%
5	P673	DDA/SENDA Access Works	G / M	300	247	247	121	-126	49%	125	247	49%
6	P376	Education Capital - Improvements to Schools Portfolio	M	410	307	207	2	-205	1%	42	207	1%
7	P624	Lynch Hill School - External Surfaces	G / M	295	370	201	25	-176	12%	200	201	12%
8	P719	Slough & Eton CE School (TCF)	G / M	3,785	2,651	3,001	2,644	-357	88%	2,851	2,851	93%
9	P720	Wexham School for the Future (TCF)	G / M	2,908	6,301	6,301	4,535	-1,766	72%	6,735	6,301	72%
10	P751	St. Mary's Graduated Childrens Centre	G	506	568	568	569	1	100%	563	568	100%
11	P768	Godolphin Infant - Roof Replacement	G / M	263	359	339	278	-61	82%	311	339	82%
		Green and Built Environment										
12	P388	20 mph Speed Zones	M	300	281	281	24	-257	9%	281	281	9%
13	P231	Art at the Centre - Revitalising the High Street	G / M	3,160	4,032	4,032	2,819	-1,213	70%	4,032	4,032	70%
14	P779	Britwell & Northborough Regeneration	M	1,000	1,240	1,240	0	-1,240	0%	0	0	0%
15	P655	Greener Travel	M	805	795	500	61	-439	12%	500	500	12%
16	P728	Highway Reconfiguration & Resurface	M	600	600	600	292	-308	49%	600	600	49%
17	P006/4020	Housing Imp. Grants: Disabled Facilities (Mandatory)	G / M	503	642	957	524	-433	55%	642	642	82%
18	P004	Housing Imp. Grants: Landlord (Private Rented)	G / M	558	454	214	63	-151	29%	42	100	63%
19	P003	Housing Imp. Grants: Minor Works	G / M	300	300	300	31	-269	10%	130	200	16%
20	P661	Local Safety Scheme Programme	M	375	373	150	20	-130	13%	60	300	7%
21	P662	Street Lighting Improvements Programme	M	500	500	500	501	1	100%	500	500	100%
22	P659	Subway Closure Programme	M	375	375	0	0	0	0%	0	100	0%
23	P795	Waste & Recycling Containers	M	1,075	1,075	1,125	1,089	-36	97%	1,085	1,125	97%
		Green & Built Environment: Affordable Housing										
24	P799	A2 Housing - Slough Garages Phase 3 (Other)	G / M	0	420	420	0	-420	0%	420	420	0%
25	P798	Sovereign HA - Misc. family homes purchases	G / M	0	500	160	0	-160	0%	0	160	0%
26	P519	Warden - Slough Garages Phase 1	G / M	332	332	332	159	-173	48%	332	332	48%
		Resources/Improve & Development/C. Executive										
27	P784	Accommodation Strategy	M	2,130	3,770	3,770	71	-3,699	2%	583	3,770	2%
28	P296	Computer Hardware & Operating Systems	M	250	250	200	130	-70	65%	175	200	65%
29	P365	Customer Service Centre	M	1,624	1,692	1,692	1,277	-415	75%	1,500	1,692	75%
30	P827	DDA Improvement Works	M	1,000	500	280	242	-38	86%	208	300	81%
31	P157	Heart of Slough Project	M	5,779	3,670	1,670	911	-759	55%	163	3,670	25%
		Housing Revenue Account										
32	P558/9	ALMO - Internal Package Improvements	M	5,460	13,096	13,096	13,492	396	103%	15,237	14,812	91%
33	P558/9	ALMO - External Package Improvements	M	1,954	3,020	3,020	93	-2,927	3%	95	780	12%
34	P556	Improvements for Sustainability	M	314	615	615	0	-615	0%	0	615	0%
35	P557	Integrated Housing IT System	M	491	542	542	411	-131	76%	260	542	76%
36	P547	Major Aids & Adaptions (C.Tenants)	M	682	788	788	649	-139	82%	1,187	945	69%
37	P552	Window Replacement Programme	M	683	685	685	221	-464	32%	515	685	32%
38	P516	Winvale Refurbishment	M	749	749	749	3	-746	0%	26	500	1%
39		TOTAL CAPITAL SPEND		43,837	55,309	50,967	32,924	-18,043	60%	41,688	50,702	65%

Prudential Indicators5. Prudential indicators as at 13th March 2009:

	Indicator	2008-09 March 09 Budget £'000	2008-09 13 th March 09 Actual £'000
1	Capital Expenditure General Fund HRA Total	 44,180 21,309 65,489	 23,812 14,749 38,561
2	Capital Financing Sources Grants & Contributions Capital Receipts Revenue and Major Repair Allowance Supported Borrowing Self Financed Borrowing Total	 14,266 13,818 10,491 15,396 11,518 65,489	 9,403 9,148 7,917 11,843 250 38,561
3	Capital Financing Requirement HRA General Fund Total CFR	 7,591 42,328 49,919	 4,038 31,060 35,098
4	Actual Net Borrowing	-14,887	-41,635
5	Authorised Limit for External Debt	78,000	72,516
6	Operational Boundary for External Debt	75,700	72,516
7	Incremental Impact on Band D Council Tax	-£0.58	-£1.86
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%	 Yes 100% 0% £19,200 4.2% 11.6% 13.8% 9.7% 60.7%

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 31st 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 later 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 December 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.
6. **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.

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