

Date of issue: 2nd December, 2011

| | |
|---|--|
| MEETING | OVERVIEW & SCRUTINY COMMITTEE (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith) |
| DATE AND TIME: | TUESDAY, 6TH DECEMBER, 2011 AT 6.30 PM |
| VENUE: | COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH |
| DEMOCRATIC SERVICES OFFICER: (for all enquiries) | TERESA CLARK (01753) 875018 |

SUPPLEMENTARY PAPERS

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

- * Item 4- The report was not available when the agenda was published.
- * Item 4 (a) –The Chair has agreed to include this item on the agenda.
- * Item 5- The report was not available when the agenda was published.

PART 1

| <u>AGENDA ITEM</u> | <u>REPORT TITLE</u> | <u>PAGE</u> | <u>WARD</u> |
|--------------------|---|-------------|-------------|
| 4. | Draft Budget Strategy and Medium Term Financial Plan 2012/13 to 2015/16 | 1 - 14 | All |
| 4 (a) | Project Performance and Financial Reporting for 2011/12 | 15 - 54 | All |
| 5. | Human Resources- Employment of Agency Staff (Update on Temporary Workers) | 55 - 60 | All |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 6th December, 2011

CONTACT OFFICER: Julie Evans, Strategic Director of Resources (01753 875300)
(For all enquiries)

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

Draft Budget Strategy and Medium Term Financial Plan 2012/13 to 2015/16

1 Purpose of Report

This report sets out the latest projections of the Council's Revenue and Capital Budgets, for the period 2012/2013 to 2015/16, for consideration by Scrutiny members. It considers the main assumptions driving the Council's Medium Term Financial Plan (MTFP); and seeks to provide a sustainable financial platform addressing all known current requirements across the medium term. The paper proposes (as at Appendix A), a strategy for securing savings requirements whilst maintaining the focus on protection for front line services wherever possible.

2 Recommendations

The Overview and Scrutiny Committee is requested to note and comment on the recommendations that will be considered by Cabinet at its meeting on 12th December, 2011.

- a) That the Council's current projected Revenue Budget for 2012/13 to 2015/16 be noted.
- b) That updated assumptions underlying the Medium Term Financial Plan and the potential additional impact relating to the Chancellors Autumn budget statement be noted.
- c) That the overarching savings strategy and targets as set out on Appendix A to the report be approved and that additional proposals be further developed to meet remaining budget deficit.
- d) That the specific proposals set out in section 5.11 of the report be agreed and that officers be requested to implement them with immediate effect where possible.

3 Community Strategy Implications

The Revenue and Capital budgets are the Council's financial plans for the forthcoming year. As such, the budgets will allocate resources to enable the delivery of the Council's Community Strategy Priorities through the individual departmental and service plans.

4 **Other Implications**

Financial Implications

4.1 These are contained within the body of the report summarised in table 1 below.

| Slough BC Medium Term Financial Model - 2010/11 to 2015/16 | | | | | | |
|--|---|---------|---------|----------|---------|---------|
| | Latest position post Finance Settlement | | | | | |
| | Provisional Settlement | | | CSR 2010 | | |
| | 10/11 | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 |
| <u>Details</u> | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Opening Budget | 102,395 | 103,979 | 105,107 | 100,719 | 101,688 | 103,645 |
| Total Inflation | 1,200 | 1,150 | 1,500 | 2,400 | 2,200 | 2,000 |
| Total Previously Agreed Growth * | 5,875 | 2,538 | 1,232 | (211) | 22 | 0 |
| Total Previously Agreed Savings * | (4,051) | (4,423) | (1,835) | (200) | 0 | 0 |
| Total New Savings Mitigating Cuts to Public Sector Spending ** | 0 | (8,011) | (6,044) | (3,830) | 0 | 0 |
| * Shown in Appendix D | | | | | | |
| ** shown in appendix A | | | | | | |
| New Growth (TBA) | | 50 | | | | |
| LAC permanent allocation of reserve provsion | | | 645 | | | |
| Carbon Emissions Levy | | | 380 | | | |
| Play strategy | | | 85 | | | |
| <u>Expected income from specific grant schemes now rolled in to FG</u> | | | | | | |
| TOTAL GRANT IMPACT | | 10,674 | 133 | 56 | 56 | 56 |
| Contingency - Economic Risk | | 500 | 0 | 500 | 0 | 0 |
| Total Pensions Adjustments | 0 | 475 | 0 | 500 | 0 | 0 |
| Capital Programme Adjustments | (1,440) | (508) | 0 | 750 | 0 | 0 |
| Specific Grant & Transfer Adjustments | 0 | 0 | 964 | 206 | 154 | 154 |
| Council Tax Freeze Grant | 0 | (1,187) | (1,187) | 1,187 | 0 | 0 |
| New Homes Bonus (estimate) | 0 | (130) | (260) | (390) | (475) | (575) |
| | | | | | | |
| BUDGET REQUIREMENT | 103,979 | 105,107 | 100,719 | 101,688 | 103,645 | 105,280 |
| | | | | | | |
| SPECIFIC GRANTS ROLLING INTO FORMULA GRANT | | 5,524 | 5,476 | 5,421 | 5,367 | 5,313 |
| FORMULA GRANT | 56,756 | 51,723 | 46,647 | 46,181 | 46,181 | 46,181 |
| COUNCIL TAX REQUIREMENT | 47,223 | 47,860 | 47,860 | 49,057 | 50,283 | 51,540 |

| | | | | | | |
|--|----------------|----------------|---------------|----------------|----------------|----------------|
| TOTAL ESTIMATED FUNDING AVAILABLE | 103,979 | 105,107 | 99,983 | 100,658 | 101,831 | 103,034 |
| | | | | | | |
| REMAINING BUDGET GAP | 0 | 0 | (736) | (1,029) | (1,814) | (2,246) |
| Annual savings required | | (12,434) | (8,615) | (5,059) | (1,814) | (2,246) |
| | | | | | | |
| Cumulative impact of cuts to public spending secured | | (8,011) | (14,055) | (17,885) | (17,885) | (17,885) |
| | | | | | | |

Human Rights Act & Other Legal Implications

- 4.2 The Council has various legal responsibilities around financial matters but, of primary importance: the Council must not plan to spend more than the resources it has available to it in any one year – the Council must set a ‘balanced budget’.
- 4.3 The MTFP presents the projected financial position of the Council for 2012/13 to 2015/16; and includes:
- Recommended growth and savings options identified to date, to be considered by Members; and
 - A number of key assumptions (summarised below).alongside
 - Highlighted key issues (summarised below)
- 4.4 The 2003 Local Government Bill places a duty on the Council to consider the robustness of budget estimates, the adequacy of reserves and the affordability of its capital programme in preparing its budget for the year.
- 4.5 The cuts to public sector spending apply across the public sector as a whole and place considerable burden on local authorities. Members have requested every effort be made to minimise the impact on the end users of front line operational services, this document sets out the approach to meeting the known savings requirements of the recent CSR, however it does not take into account the implications of the embryonic proposals set out in the localism bill pending further clarity.
- 4.6 There are no other legal or Human Rights Act implications.

Workforce

- 4.7 If agreed, the savings options to be considered will involve the transformation of some services and different delivery methods for others. Every effort will be made to ensure the Council’s contribution to the local economy as major employer will be maintained and where possible enhanced. Further, Member’s remain committed to protecting the interest and welfare of both existing and future staff . Every effort will be made to implement savings measures in a way that reflects that commitment. Compulsory redundancies will only be considered as a last resort. The Council will ensure that HR policies are applied to minimise the impact of decisions for all affected staff by seeking via a combination of voluntary severance or early retirement arrangements, applying innovative Workforce Development Strategies and adopting a pro- active approach to securing redeployment opportunities wherever possible.

5. Supporting Information

The current financial climate

- 5.1 As members will be aware following the change of government in May 2010, the coalition government implemented significant cuts to public sector spending. These cuts are in addition to the efficiency requirements the council already had in place (included on table 1 as “previously agreed savings” and “previously agreed growth”). Further, any new investment in our communities must be contained within the constraints of this severely restricted cash envelope. The cumulative effect of

the impact of the financial pressures affecting the council is summarised in table 2 below.

Table 2

| All Years Summary - Cumulative Impact | £000's |
|--|-----------------|
| Cumulative App A's | (17,885) |
| Savings for period in-year cuts 2010-11 | (2,566) |
| Cumulative Impact Cuts to Public Spending | (20,451) |
| Previously agreed savings | (6,458) |
| Total Demand for Savings/Efficiencies | (26,909) |
| Allocated for Growth | 3,581 |
| REDUCTION IN SPENDING POWER (CUTS) | (23,328) |

- 5.2 Some further pressures are anticipated in future years as a result of the proposals currently under consultation, for example 10% reduction in Council Tax Benefit funding. However, until further detail concerning the impact of these proposals is known, the Corporate Management Team have adopted a pragmatic approach to planning for major financial change by seeking to secure a sustainable financial position for the future via concentrated savings activities across the next 2 financial years to address the known issues.
- 5.3 Currently under various stages of implementation are a range of proposals affecting future financial stability for Local Authorities including proposals relating to Education and Schools buildings, Council Tax Benefit, Fraud and Benefits Investigations, The transfer of responsibilities for Public Health and a single universal credit benefit system.
- 5.4 The Chancellor's announcement on the 29th November indicated a further pay freeze for all staff until 2013 and in the two years following this a 1% pay increase in each year. In addition to this the Chancellor has also indicated that capital funding may be available for building of schools and that right to buy of social housing will be further encouraged through a 50% discount of housing value. We have not revised our MTFs at this stage for either right to buy or School buildings as we await further detail relating to the intentions set out in the statement.
- 5.5 Members are asked to consider the detailed breakdown of Community and Wellbeing savings in 5.14 which form part of the total identified target savings of £9874K across the next 2 financial years, listed at Appendix A.
- 5.6 The scale of the cost reductions required alongside Member's explicit objective to afford the greatest protection to our front line services, drives the cross cutting corporate approach to savings set out on appendices A. The previously agreed workforce planning exercise may provide a window of opportunity, requiring quick decision, that enables efficiency savings to be achieved. Any permanent changes arising as a result of decisions taken by the Leader and Chief Executive would be reported to Members at the next available opportunity.
- 5.7 The primary focus of the second phase (in place by 1st April 2012) of the anticipated savings is, as previously stated focussed in the main away from front line services and where pressures inevitably fall to such services, re-shaping the service to

deliver the same or greater benefits to end users more efficiently will be the primary objective.

5.7 Officers are currently developing options based on the above. The projected overall shortfall across the medium term period covered in the MTF5 at table 1 is £17.734million. Previously agreed savings and the savings proposals presented on appendix A provide opportunities of £11.909million, leaving a current deficit across the period of £5.825million. The intention is to explore further opportunities and present options for consideration by members before the end of calendar year. The target figure is based on current projections and may reduce or increase as a result of a number of variables.

5.8 Work will commence, examining many of the possibilities outlined above, to meet the significant challenges illustrated on table 1 above.

The Revenue Budget – Latest Projections

5.9 The latest Revenue Budget projections, arising from SBC's current Medium Term Financial Plan for 2011/12 to 2014/15, are set out overleaf. Whilst reviewing these figures, several key assumptions must be noted:

- The Council's pay and prices inflationary uplifts will be managed in accordance with the coalition government's expectations and policies. Service contract increases will be based on the Consumer Price Index (CPI). With the following additional elements :
 - Members have implemented the £250 pay increase to low paid staff This was originally a provision within Government proposals but not one they were able to deliver directly.
 - Inflation is expected to continue to rise above government expectations and an adjustment has been made to reflect this and accommodated within the financial model set out in table 1.
- The 2011 /12 Revenue Budget is expected to provide opportunities within the year. Early implementation of savings proposals will drive some one off gains in year. It is proposed that any such opportunities are maximised and allocated on a 50/50 basis to the following key priority areas:
 - i) Continuing to build on improving the protection of the general fund balances (mitigating further the residual risk identified by the District Auditor)
 - ii) Enabling investment in capacity needed to drive the changes required, where a demonstrable invest to save business case is provided and agreed.
- The current approach to managing in year spend must be maintained as overspends will have a consequent impact on the level of cash reserves and also the budget requirement for the coming year.
- The Collection Fund is assumed to be in balance across all three years. The collection fund is the fund administered by the Council into which all council taxes and business rates are paid; and from which payments are made to the

General Funds of precepting authorities and to the national business rate pool. It is therefore assumed that the Council obtains all local taxation due.

- Income from council tax is assumed to be static in 2011/12 and 2012/13, based on the coalition government's stated ambitions to freeze council tax across these two years however it should be noted government funding for 2012/2013 is a one off grant that will be withdrawn after 12 months.

Thereafter, the MTFP assumes static levels of increase in council tax with no account being taken of the potential disproportional increase in inflation. No assumption has been made for the increase in new properties being built in SBC, which would impact on the level of council tax income generated. Articles in the national press suggest that house-building and mortgage lending rates are currently at a significant low.

In conclusion, primarily related to the funding assumptions noted above, there remains a substantial funding gap for 2012/13 to 2015/16 that will need to be managed.

Reducing the future funding gap – progress to date

- 5.10 In order to achieve a balanced revenue budget, in 2011/12 and beyond, it is clear that a significant amount of work will need to be undertaken by Service Areas and CMT.

Additionally, as table 1 illustrates there remains a substantial funding gap for 2012/13 to 2015/15 that will need to be managed.

- 5.11 The Council currently has proposals for savings for £9.874m million as set out on Appendix A and securing these is critical to secure financial stability in future years.

The Community and Wellbeing Directorate have provided details of the new savings proposals identified to date for 2012-13 and 2013-14. below:

This suite of proposals relates to services within the Community and Wellbeing Directorate:

- Integration of commissioning structures across Community and Wellbeing and Education and Children's Services.
- Structural changes in management and administration across adult learning.
- Includes management integration, and efficiencies achieved within leisure contracts.
- Administrative efficiencies negotiated within the new libraries contract.
- Re-commissioning of Supported Living Service currently provided by the council. The care and support services provided to tenants will be transferred to and provided by the successful tenderer.
- Development of more community based alternatives for people living in residential care out of the area and who wish to return to live in Slough, non bed based respite provision, and day opportunities for use with Personal Budgets.
- Management integration of Neighbourhood Enforcement and Community Safety Teams
- Structural redesign of Careline and CCTV and related organisational arrangements

- Employment services redesign. Savings identified at 100K, ring fenced in the first instance for the transition programme as required to meet the needs of existing users/operatives at speedwell and resolved by Cabinet. No immediate savings assumption has been built into PPRG.
- Corporate Procurement, savings relating to cross cutting contract reviews.

The realisation of the savings are distributed across 2 financial years, the financial impact is summarised in the table below.

| CWB SAVINGS Impact on MTFS | | | | |
|-----------------------------------|--|----------------|----------------|---------------|
| Ref. | Details | 2012/13 | 2013/14 | Total |
| S1 | Review the most expensive Learning Disability residential placements | 0 | -450 | -450 |
| S2 | Review and Re-provision of Supported Living Team | -100 | 0 | -100 |
| S3(a) | Active Slough post (remainder) | -25 | 0 | -25 |
| S3(b) | Creative Academy post costs | -39 | 0 | -39 |
| S3(c) | Additional SCL fee | -105 | -110 | -215 |
| S3(d) | Additional TVAC | -5 | -13 | -18 |
| S4 | Library efficiencies | -70 | -30 | -100 |
| S5 | Efficiency in management and administration of adult learning | -40 | -56 | -96 |
| S6 | Redesign of Commissioning functions | -40 | -40 | -80 |
| S7 | Speedwell | 0 | 0 | 0 |
| S8(a) | Management integration of Neighbourhood Enforcement and Community Safety Teams | -60 | -40 | -100 |
| S8(b) | Structural redesign of Careline and CCTV organisational arrangements | -45 | -45 | -90 |
| S9 | Reviewing All Contracts | -150 | -595 | -745 |
| TOTAL | | -679 | -1,379 | -2,058 |

Growth

5.12 To date All managers and directors have been made aware that only essential growth (e.g. contractual, legislative and demand requirements) can be entertained and are likely to be funded by finding compensatory savings. Further, all savings proposals put forward must be realistic, achievable and professionally defensible.

Capital Programme

5.13 Members have agreed further explore the potential benefits of a LABV. This will affect the profiling of the capital financing requirements in the period up to formal decision by members. This will be built into the capital financing assumptions and may provide a short-term financial gain.

5.14 Members may recall that the total capital spend for 2010/2011 was £42.414m. Considerable progress has been made in delivering long standing commitments, this has had a consequent effect on the reduction in reserves set aside expressly for the purpose of financing such projects. Cabinet agreed on 12th September 2011 that a revised capital programme enabling maximum flexibility for the negotiations around the LABV would be prepared by the Asset Management Group, the outcome of this exercise will form the basis of a recommended 'revised' position across the capital programme over the coming years for consideration by members.

- 5.15 The overall HRA capital programme is £25.357m for the period 2012/13 to 2016/17. The programmed spend for 2011/12 is £7.882m.
- 5.16 In April 2012 the Localism Bill is proposing to introduce an alternative funding mechanism for local authority housing. Known as self-financing, the proposal replaces the current subsidy system whereby the Government determines how much each local authority can spend on its housing service with a system through which local authorities retain the totality of the rent raised and collected in return for taking on a proportion of the national housing debt. The existing and retained HRA ring-fence means that this initiative, which will see the Council borrow between an additional £120 - £140million does not directly affect the General Fund however it will add to the requirement to prudently manage the council's overall borrowing.
- 5.17 Revenue Income Optimisation (RIO) Those functions which currently trade and/or could increase trading are being reviewed for:
- In house income generating opportunity
 - Fees and charges review
 - Third party income generating opportunities.

Reserves

- 5.18 SBC's general reserves have increased as planned to £6.384m. Drawing on reserves to fund any budget gaps is a last resort and a clear and timely plan for their replenishment would need to be agreed.

Risks

- 5.19 Budgets are necessarily based on assumptions about what will happen during the next financial year; and therefore there is an inevitable risk that these assumptions might be wrong.
- 5.20 The main foreseen risk is that the proposed savings are not delivered. In an attempt to reduce this risk the budget will be closely monitored via the monthly financial management reports and updated budget information, including savings achieved, will be reported to Cabinet throughout the financial year.

6. Comments of Other Committees

- 6.1 None.

7. Conclusion

- 7.1 This paper sets out the latest assessment of the Council's Revenue Budget for the years 2012/2013 to 2015/16.

8. Appendices

- A - Detail of £9.874m savings
- B - A summary of the Community and Wellbeing Directorate Savings already included under headings 3 and 7 of Appendix A

| Savings mitigating cuts to public sector funding | | | | | | | | |
|---|--|--|----------------|---------|---------|---------------|---------|-------------|
| Area of Activity | Notes | Progress | Savings Banked | | | | | |
| | | | for 2011/2012 | | | for 2012/2013 | | for 2013/14 |
| | | | EOI's | Other | Total | Target | Value | |
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| 1. Reviewing the Council's approach to income generation, cash and debt management. | 3 elements : Management of Old Debt, Processes to improve collection rate (both of these enable us to reduce bad debt provision). 3rd element is an invest to save project (fixed investment costs of £40k) seeking to improve our revenue generating opportunities. | Management of old debt: debt policy change to apply from 10/11 end of year accounts. Sale of old debt clarity needed. Change to processes update needed | | (1,081) | (1,081) | | | |
| 2. Maximising Revenue | | RIO : As detailed on separate summary sheet | 0 | 0 | 0 | (795) | (395) | (400) |
| 3. Service & organisational Transformation, models (operational services work from last year to secure up to 30% overall cost reduction.) | Provision made to fund repeated EOI exercise with similar assumptions as to costs, alongside phase 2 of org changes | TBC | | | | (3,602) | (1,952) | (1,650) |
| 4. FYE's previous years changes | areas of recurring under-spending | | | | | (600) | (600) | |

| Area of Activity | Notes | Progress | Savings Banked | | | | | | |
|--|---|--|----------------|----------------|----------------|-----------------|----------------|--|-------------|
| | | | for 2011/2012 | | | for 2012/2013 | | | for 2013/14 |
| | | | EOI's £'000 | Other £'000 | Total £'000 | Target £'000 | Value £'000 | | £'000 |
| 5. Final stage of senior management/support services reshaping | | | | | | (500) | (300) | | (200) |
| 6. Reviewing our assets. Reducing the cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings. | original target not yet met, OTH site further savings and NNDR savings old children's centre | | | | | (342) | (342) | | |
| 7. Reviewing all major contracts and all commissioned services seeking a minimum 4% saving and securing a change to the basis of inflationary increases. | Includes all cross cutting corporate contracts negotiations and supplier e.g energy/utilities, telephony, catering. | Current year concluded, open book negotiation process for 11/12 savings involving changes to significant contracts underway. | | | | (745) | (150) | | (595) |
| 8. Reducing, reshaping and changing, where possible, the way we finance our capital programme to reduce borrowing costs. | Linked to reduction in capital programme, and repackaging of existing debt. | Awaiting the outcome of the asset review/cap programme review. | | | | (500) | (250) | | (250) |

Summary of Community and Wellbeing Savings

| | Details | 2012/13 | 2013/14 | Total |
|--|--|----------------|----------------|---------------|
| | Review the most expensive Learning Disability residential placements | 0 | -450 | -450 |
| | Review and Re-provision of Supported Living Team | -100 | 0 | -100 |
| | Active Slough post (remainder) | -25 | 0 | -25 |
| | Creative Academy post costs | -39 | 0 | -39 |
| | Additional SCL fee | -105 | -110 | -215 |
| | Additional TVAC | -5 | -13 | -18 |
| | Library efficiencies | -70 | -30 | -100 |
| | Efficiency in management and administration of adult learning | -40 | -56 | -96 |
| | Redesign of Commissioning functions | -40 | -40 | -80 |
| | Speedwell | 0 | 0 | 0 |
| | Management integration of Neighbourhood Enforcement and Community Safety Teams | -60 | -40 | -100 |
| | Structural redesign of Careline and CCTV organisational arrangements | -45 | -45 | -90 |
| | TOTAL | -529 | -784 | -1,313 |

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 6th December, 2011

CONTACT OFFICER: Julie Evans, Strategic Director of Resources (01753 875300)
(For all enquiries)

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

PROJECT PERFORMANCE AND FINANCIAL REPORTING FOR 2011/12

1. Purpose of Report

This report highlights the Council's overall performance from delivery of service to financial management covering the period up to and including October 2011 against the following key areas:

- i. Council's Gold Projects covering the period to 31st October 2011.
- ii. Performance scorecard covering the period to 31st October 2011 (Appendix A).
- iii. Revenue and capital monitoring position to 31st October 2011 (Appendix B).

2. Recommendation(s) / Proposed Action

The Overview & Scrutiny Committee is requested to note and comment on the following aspects of the report:

- i. **Project management**
 - Note the current reported status of each Gold Project.
- ii. **Performance scorecard**
 - Note the performance issues identified and highlighted.
- iii. **Financial performance – revenue and capital**
 - Note the current projected outturn position on the General Fund of an under spend of £335K.
 - Note that the Housing Revenue Account (HRA) reported a forecast surplus of £171k.
 - Note the identified areas of risk and emerging issues;

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.

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. Community Strategy Priorities

This report indirectly supports all of the community strategy priorities. The maintenance of excellent governance within the council to ensure it is efficient, effective and economic in everything it does is achieved through the improvement of corporate governance and democracy and by ensuring good people and management practices are in place.

5. Other Implications

(a) Financial

These are contained within the body of the report.

(b) Risk Management

Supporting Information

6. Gold Project Update

The summary below provides an update on the Council's Gold Projects as at 31st October 2011. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided from page 2 onwards.

Please note that the this month's highlight reports are made using a new standardised format.

Monthly Period Summary

- This report covers ten Gold Projects in total, of which highlight reports have been received for nine as at 31st October 2011. The tenth Gold Project ('Looked After Children's Placements') is currently in the initiation phase, with the project initiation documentation being prepared and work strands identified. As such, no highlight report has been included at this point. The first highlight report will be submitted next month.
- All of the Gold Project update reports have been agreed and authorised by the Project Sponsors with the exception of the 'Delivering Personalised Services Programme' – this has been approved by both relevant Assistant Directors but not yet formally ratified by the Project Sponsor.
- Of the nine gold projects which continue to be active and for which reports are presented, six have been assessed to have an overall 'Green' status and three at 'Amber'; six projects have been evaluated at 'Amber' status for '*Issues and Risks*', two at 'Amber' status for '*Timeline*' and one at 'Amber' status for '*Budget*'.
- No component of any project has been assessed as at 'Red' status.

| Gold Project Name | Overall status | Page |
|--|---------------------------------|------|
| Looked After Children's Placements (new) | Will be available in Dec report | n/a |
| Britwell Regeneration | GREEN | 3 |
| Business Continuity | GREEN | 4 |
| Customer Focus Programme | GREEN | 5 |
| Delivering Personalised Services Programme | AMBER | 6-8 |

| | | |
|--|--------------|-------|
| (draft) | | |
| Public Health Transition Programme | GREEN | 9 |
| Safeguarding Improvement Plan | AMBER | 10-12 |
| School Places in Slough | AMBER | 13-14 |
| Slough Local Asset Backed Vehicle ('LABV') | GREEN | 15-17 |
| Thames Valley Transactional Services Project | GREEN | 18-19 |

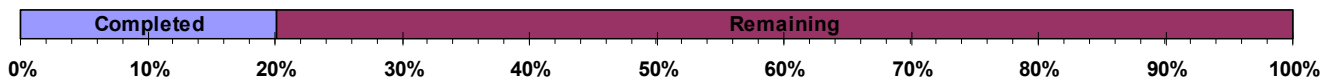
| | | | | | |
|--|--------------|--------------|-------------------------------|----------------|-----------------------|
| Britwell Regeneration | | | Project SPONSOR | John Rice | |
| Wards affected: Britwell & Haymill | | | Project MANAGER | Jeff Owen | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | GREEN | GREEN | 02/11/2011 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | 04/10/2011 |
| Project start date: | 01/03/2011 | | Anticipated Project end date: | 31/03/2018 | |
| | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Tenders received from 4 national developers to provide the broad regeneration of Britwell, tenderers interviewed and evaluation process underway. Community consultation undertaken through the regeneration shop and questionnaire. 2. Progress made and secured Stage 2 Tender for the Britwell Hub. JCT Tender issued to 5 companies with return due 09/12/11. 3. Planning permission secured for Britwell Hub and all 3 satellite housing sites. 4. Demolition underway for Marunden Green (part); Hub site; Jolly Londoner (demolished) and Newbeech. 5. Contaminated land removal agreed and commissioned for the Hub site. Investigation report completed for the Garage site and recommendations made for inclusion in Satellite site tenders. 6. Tenders issued for construction of 30 houses on the Satellite sites – 2 tenders one combining Jolly Londoner/Car sales & Library sites and the second for Newbeech site. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Complete the evaluation of the Britwell regeneration tenders. 2. Agree if any / the level of funding to secure more HRA houses. 3. Identify the 2 preferred bidders to report to Cabinet on 12/12/11. 4. Complete the demolition of Newbeech House and partial completion of Marunden Green houses. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| <ol style="list-style-type: none"> 1. Retendering the Hub & tendering the construction of the satellite site housing – tender prices unknown until process completed. 2. Unable to reach agreement with Regeneration Tenderer preferred bidder – risk attenuated by reducing down to 2 preferred bidders. | | | | | |
| Recommendations for CMT: | | | | | |
| <ol style="list-style-type: none"> 1. To note the continuing progress with the project. | | | | | |

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|----------------------------|------------------------|--------------|
| Business Continuity | Project SPONSOR | Roger Parkin |
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|--|--------------|--------------|-------------------------------|-------------------|--------------------------|
| Wards Affected: ALL | | | Project MANAGER | Dean Trussler | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | GREEN | GREEN | 04/11/11 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>06/10/11</i> |
| Project start date: | Oct 2011 | | Anticipated Project end date: | Jan 2012 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Audit Recommendations have been reviewed and action plan developed further. 2. Report produced for Audit Committee. 3. Met with Auditors to discuss timelines and proposed actions. 4. Emergency Planning Officer's taken lead role in development of Action Plan. 5. Reviewed critical services and existing departmental arrangements. 6. Produced standard business continuity forms/ templates/ action plans. 7. Agreed Action Plan and identified achievable timescales. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Workshop Design Meeting 8th November with KPMG. 2. Directorate workshops being planned with KPMG to assist in plan development for November/ December 2011. Representatives to be nominated and reported back to next meeting. Dates to be confirmed. 3. Business Impact Assessments to be completed for all Directorates. 4. Risk analysis and Risk Register to be updated. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| <ol style="list-style-type: none"> 1. Resource availability to support project. | | | | | |
| Recommendations for CMT: | | | | | |
| <ol style="list-style-type: none"> 1. Ensure Directorate support of planned November/December workshops. | | | | | |

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|---|--------------|--------------|-------------------------------|--------------------------------|-----------------------|
| Customer Focus Programme | | | Project SPONSOR | Roger Parkin | |
| Wards affected | | | Project MANAGER | Judith Davids/ Mohammed Hassan | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | AMBER | GREEN | 04/11/2011 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>AMBER</i> | <i>GREEN</i> | 07/10/2011 |
| Project start date: | 17/2/2011 | | Anticipated Project end date: | 31/3/2013 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. First meeting of Customer Services Programme Board – members fully briefed on background and scope of project; Terms of Reference signed-off; rephrasing of First Response and School Services agreed. 2. Analysis of School Services calls/processes has commenced; opportunities for improvement already identified. 3. “Kick off” meeting held with Highways and Transport managers. 4. Requirements specification for replacement My Council call/queue management system started. 5. Tell Us Once went live (soft launch) on 31st October – some initial early technical issues which have now been resolved, 18 deaths registered in first 3 days. 6. Slough Service Directory - Soft go-live agreed for Monday 14th November (pending approval from Mike Bibby). 7. Analysis of e-form take-up and usage started. 8. CRM On Demand – Currently at the System Test stage, UAT testing w/c 28/11/11. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. SLAs to be signed off with Phase 1 service areas. 2. Soft launch of Slough Services Guide planned for 18th November. 3. Agree strategy for call numbering/routing. 4. Complete configuration of CRM on Demand product for pilot. 5. Diagnostic FAQs (Decisions Trees) to be trialled with Housing Services as part of Phase 1 transition. 6. Project board approval for a back-up email process to be finalised ahead of the CRMIT Email UAT testing on the 18/11/11. (To mitigate any possible issues). | | | | | |
| Key issues of risk / obstacles to progress : | | | | | |
| <ol style="list-style-type: none"> 1. Availability of resource within service areas to participate at key points within the programme. 2. Inability to produce consistent management information from the various My Council systems is preventing accurate forecasting and resource scheduling. 3. Lack of robust and tested business continuity and disaster recovery plans at Landmark Place. | | | | | |
| Recommendations for CMT: | | | | | |
| <ol style="list-style-type: none"> 1. To note progress made and risks identified. | | | | | |

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|---|------------|--------|-------------------------------|-------------------------|-----------------------|
| Delivering Personalised Services Programme | | | Project SPONSOR | Jane Wood | |
| Wards affected: ALL | | | Project MANAGER | Mike Bibby & Ged Taylor | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | AMBER | GREEN | AMBER | AMBER | 07/11/2011 |
| Previous month | AMBER | GREEN | AMBER | AMBER | 05/10/2011 |
| Project start date: | 01/07/2011 | | Anticipated Project end date: | 31/03/2013 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in this period:

1. Nothing About Me, Without me (Learning Disabilities Change Programme)

1.1 Supported Living

- Phase one move of service users living in supported living group homes nearing completion.
- Phase two moves require provision of suitable housing options for five service users, four of which need to live in close proximity to maximise value for money for support requirements.

1.2 Review of Residential Placements

- Work underway to review service users identified in out of borough residential placements for return to community based accommodation in Slough.
- Successfully negotiated reduction in placement costs for service user in Bournemouth.
- Discussions underway with RSL to develop supported living accommodation to bring back two service users from Shropshire with care support from specialist care provider.
- Successfully relocated service user closer to Slough after existing provider refused to negotiate costs.

1.3 Review of Service Users in Day Care Services

- Service users identified according to cost of residential placements for contracts to be reviewed.
- Work to unpick Supporting People funding element of placements which may be used to provide alternatives to day care services.

1.4 Transitions from Children's Services to Adults Services

- Project group established with terms of reference and base line information gathered.
- Transitions Protocol reviewed and tightened with further work identified.
- Meetings established with specialist providers, including preparation for 6 young people with complex needs being transitioned in next two years.

1.5 Respond Respite Service

- Value for Money review completed.
- Carers Respite policy and protocols drafted.

1.6 Employment support for People with Disabilities

- Cabinet approval for new policy and service model to provide employment support to people with disabilities.
- 30 day consultation with staff commenced on 7th October.
- Meetings arranged with Sure Trust, Job Centre Plus and other providers to set up job clubs to achieve commitment to support existing service users with alternative employment opportunities.

2. Commissioning Services

2.1 Domiciliary Care Services / Personal Assistants (Home Support) – tenders reviewed and site visits completed for potential providers of new service.

2.2 Information, Advice & Advocacy Service – agreement on tender award following standstill period and implementation plan agreed, including service user transition.

2.3 Floating Support – new integrated service agreed by Supporting People Commissioning Body. Re-

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| Delivering Personalised Services Programme | Project SPONSOR | Jane Wood |
| Wards affected: ALL | Project MANAGER | Mike Bibby & Ged Taylor |
| <p>design of service developed for tendering process to commence.</p> <p>2.4 Mental Health Day Services – Following PQQ stage, ITT has now been issued to shortlisted providers, to be returned early December.</p> <p>2.5 Learning Disabilities Supported Living Framework – PQQ published on South East Business Portal.</p> <p>2.6 Berkshire Equipment Service – PQQs returned and short-listing completed.</p> <p>2.7 Carers Respite & Support Services – tenders reviewed and progressed to site visits of potential providers.</p> <p>2.8 Substance Misuse (Accommodation) – ITT issued and questions answered.</p> <p>2.9 Older Peoples Services – site visits and surveys completed. Further report prepared on future options.</p> <p>3. Safeguarding Personalisation and safeguarding strategy being developed. Care Governance Policy and procedures reviewed and updated.</p> <p>4. LINKs Personal Budget Survey Survey across all care groups completed, findings to be reported at Executive Board on 22nd November.</p> <p>5. Slough Services Guide Information on services added to Services Guide to be reviewed by users & Carers Reference Group in November.</p> | | |
| Key activities / milestones scheduled for next period: | | |
| <p>1. Nothing About Me, Without Me</p> <ul style="list-style-type: none"> • Victoria Street Supported Living accommodation closed. • Carers respite policy and procedures agreed and EIA completed, consideration of consultation with service users. • Profile of transitions to ASC services raised strategically. • Meeting with providers for complex needs to consider opportunities. • Staff consultation exercise and meeting with providers of job clubs completed. • Work on reviewing residential placements continuing with ongoing negotiation with providers. • Work to identify suitable accommodation in Slough with Housing Services and providers. • Review of contracts and negotiations with providers for service users in day care centres. <p>2. Commissioning Services</p> <ul style="list-style-type: none"> • Home Support (Domiciliary Care and Personal Assistants) – Further consideration be given to implementation of framework. • Floating Support – Business case and specification to be prepared for approvals by the end of the month. • IAAS – implementation continuing with all services achieving a basic level of operation during the month. • Carers Respite & Support – site visits to be completed for potential providers new to Slough. • Mental Health Supported Living – commissioning project to be re-launched at the end of November. • Learning Disabilities Supported Living – Issue of ITT to shortlisted providers, for return in December. • Berkshire Equipment Service – ITTs due for return on 22nd November; to be followed by evaluation process (Berkshire wide) which will continue into December. • Substance Misuse (Accommodation) – Evaluation of ITT's and presentations to be received, as required. <p>3. Safeguarding Personalisation and Safeguarding Policy agreed and new care governance procedures implemented.</p> | | |

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|---|------------------------|-------------------------|
| Delivering Personalised Services Programme | Project SPONSOR | Jane Wood |
| Wards affected: ALL | Project MANAGER | Mike Bibby & Ged Taylor |

4. **LINKs Personal Budget Survey**
Report delivered to Executive Board on 22nd November.
5. **Slough Services Guide**
Information on services added to Services Guide to be reviewed by users & Carers Reference Group in November.

Key issues of risk / obstacles to progress:

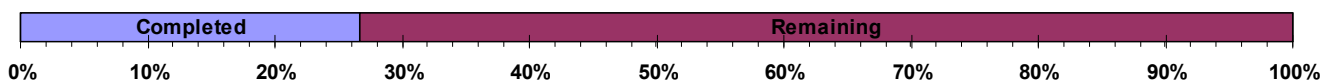
1. **Nothing About Me, Without Me**
 - Identification of suitable housing options and agreement to provide this housing for people with learning disabilities.
 - Any negative reaction to the LD Change Programme.
 - Public reaction to disability employment support changes.
 - Service users not wanting to leave day care services – financial risk (double run on costs) to encourage them to find alternatives while maintaining day service provision.
 - Continuing Health Care criteria applied differently for adults and children and health pathway not assessed early enough.
 - Unknown transitions from LAC and Education Services.
 - Risk of challenge and negative reaction to changes to Respond carers respite service.
2. **Commissioning**
 - Impact on voluntary sector providers arising from award of tendered contracts.

Recommendations for CMT:

1. Continue to support and monitor the work through leadership / early consideration of local housing options for people with LD, essential to delivering PPRG savings.
2. Recognising need for double-run costs and potential growth bids to deliver longer-term savings.

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| Public Health Transition Programme | | | Project SPONSOR | Jane Wood | |
| Wards affected: ALL | | | Project MANAGER | Tracy Luck (internal) Phil Swann, Shared Intelligence (external) | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | AMBER | GREEN | 04/11/2011 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>AMBER</i> | <i>GREEN</i> | <i>03/10/2011</i> |
| Project start date: | 08/08/2011 | | Anticipated Project end date: | 30/04/2013 | |
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| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Reference Group meeting (including PCT and Cllr Walsh), held on 17 October. 2. Workforce planning workshop held on 31 October including discussion of 3 models of public health delivery. 3. Whole System Event held on 7th October. 4. Slough Forward Board on 10th October agreed way forward to establish shadow Health and Wellbeing Board (by April 2012). | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Third Reference Group meeting to be held on 29 November. 2. First meeting of pre-shadow Health and Wellbeing Board to be held on 29 November. 3. Health and Wellbeing Strategy drafted by 11 November. 4. Organisation and Workforce options by 11 November. 5. Transition from LINKs to HealthWatch policy paper to be drafted. | | | | | |
| Key issues of risk / obstacles to progress : | | | | | |
| <ol style="list-style-type: none"> 1. Relationship of Health and Wellbeing Board to the Slough Forward Board to be formally agreed, including responsibility for taking forward implementation of the Sustainable Community Strategy. 2. Resource to take forward the project after the Shared Intelligence contract has ended. 3. Inability of stakeholders to commit time and resource to progress the project. 4. Possibility of lack of consensus on models of working and planning structures. 5. Lack of awareness of issues and proposals by wider stakeholder group. 6. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning. 7. Public Health budget transfer disadvantages Slough. | | | | | |
| Recommendations for CMT: | | | | | |
| <ol style="list-style-type: none"> 1. Early identification/consideration of resources required to provide delivery capacity/capability to the shadow HWB. | | | | | |

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| Safeguarding Improvement Board | | | Project SPONSOR | Clair Pyper | |
| Wards affected: All | | | Project MANAGER | Keren Bailey | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | AMBER | AMBER | AMBER | AMBER | 03/11/2011 |
| <i>Previous month</i> | <i>Not reported</i> | | | | |
| Project start date: | June 2011 | | Anticipated Project end date: | 2013 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

The Chair of the Safeguarding Improvement Board submitted her first report and the Safeguarding Improvement Plan to the Minister on 21st October 2011.

Social Care Practice

1. Staff across children's social care have been involved in the specialist support project which has run from August to November 2011; resulting in the publication of the Quality Assurance Framework including practice and management standards; risk assessment; supervision policy; and other quality assurance systems to ensure consistent practice and quality of casework. This will be given to all staff and to new staff and agency staff on induction and used as the basis for all practice.
2. Improvement in one key indicator as a result of improved practice – 'Initial Assessments completed and authorised within the timescales' shows a strong improvement trend during October. Work on second key indicator 'Core Assessments completed within timescale' will be slower to show improvement because it covers a 35 day period, but weekly monitoring demonstrates impact of changed processes and practice guidance.
3. Weekly checkpoint reports introduced to check key performance indicators, team workloads and themes arising in the service.
4. Independent auditors have now reported improvements since the Ofsted inspection took place and work in some areas is reported by them as improving.
5. Immediate remedial actions have been taken to address individual casework and management on cases raised through the Independent Audit, themes are being used in management, supervision and planning training.
6. Internal audit programme is in place ranging from 'deep dive' audits to spot checks.
7. Internal organisational changes planned and underway including a temporary increase in capacity through separating the management of referral, assessment and child protection services from Looked-After Children Services. This will be followed by separation of social work functions to create a Child Protection Team and a Children's Looked-After Team.
8. For Independent Reviewing Officer (IRO) work, see Theme 3.

Capability and Capacity

1. Staff vacancies and turnover continues to be problematic. The highest turnover has been in agency staff. We have recruited 21 new permanent staff since June 2011 and the turnover rate is slowing.
2. Interim arrangements have been made to fill the most crucial posts. A Competency Framework is being developed to set out clearly the requirements for new and existing staff. The most urgent priority for the service is to start a recruitment drive for new permanent staff immediately.
3. The training programme for current and new staff, based on identified needs from the Independent Audit, the 'Childs Journey', the specialist support project, the social work health check and the Social Work Reform Board competences needs to be commissioned and put in place.
4. A new staff communication plan is in place and helping build staff engagement, commitment and morale, and to encourage them to give feedback and ideas as part of their contribution to the improvement needed.
5. A new caseload weighting system has been developed in conjunction with staff and assessment of staff

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| Safeguarding Improvement Board | Project SPONSOR | Clair Pyper |
| Wards affected: All | Project MANAGER | Keren Bailey |

caseloads is being undertaken.

Quality Assurance and Performance Management

1. An interim Chair of the Local Safeguarding Children's Board (LSCB) has been appointed.
2. A new approach to performance management is being developed to ensure that there is focus on outcomes for children and their families.
3. Management of the IRO service has been moved to the Director to strengthen their challenge role and their ability to hold people to account; additional sector led specialist support has been agreed to carry out an external review of the IROs ; IRO Standards are in place and being used and the escalation procedures are being used systematically; Participation Officer is working with parents and children on child protection plans, and has had 13 responses, with 5 being interested in being part of a focus group.
4. The sector support project has made a series of recommendations for the Improvement Board and the LSCB to consider and implement.

Early Intervention and Prevention

1. Early Intervention (EI) and Prevention Sector Support Work has produced an interim report for consideration by the Improvement Board (IB). The structure and funding for the Early Response Hub (First Response) is being reviewed in the light of the recommendations from the Sector Support work.
2. The EI strategy was included in the LSCB conference held on 2.11.11 to revive partner engagement.

Leadership, Governance and Finance

1. Now that improved and targeted performance information is available, work is now focused on ensuring that appropriate actions are developed and followed.
2. A strong emphasis on activities that support a change in culture has been developed, supported by the Communications Plan and this will help ensure that staff are involved in and supportive of any changes.
3. Risks against the delivery of our Improvement Plan have been analysed and are being regularly reviewed. Project management arrangements are now fully up and running. Detailed delivery plans are being developed for each Theme in the Improvement Plan now that it has been finalised.

Key activities / milestones scheduled for next period:

Clear milestones for specific aspects of the work are contained in the Improvement Plan and will be included in this GOLD project update as soon as detailed delivery plans are in place.

Social Care Practice

1. New Quality Assurance Framework will be disseminated to staff through detailed briefings and distribution of packs including Risk Assessment, Supervision Policy and Practice Standards.
2. A new programme of internal audits has started and will now take place each month with results being fed back to teams, management and training.
3. Management changes taking place, and assessment of skills for staff to be allocated to new teams.

Capability and Capacity

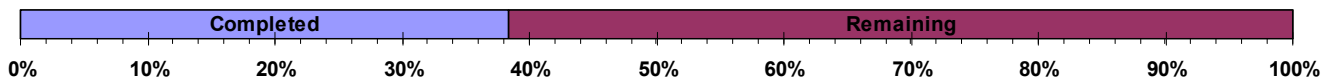
1. The first draft of the Corporate Workforce Strategy will be discussed by the Corporate Management Team.
2. Recruitment to key posts will start.
3. Training programme will be commissioned for practitioners and managers.

Quality Assurance and Performance Management

1. The Sector Support work on the IRO service will start.
2. Workshops run by the Sector Support project on Quality Assurance and Performance Management will start.
3. Recommendations to improve Performance Management and Quality Assurance work.
4. Roll out of multi-agency auditing.
5. Outcome of S11 Audit due.

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| Safeguarding Improvement Board | Project SPONSOR | Clair Pyper |
| Wards affected: All | Project MANAGER | Keren Bailey |
| <p><u>Early Intervention and Prevention</u></p> <ol style="list-style-type: none"> 1. Common Assessment Framework audit to begin. 2. Single directory to absorb current variety of access points to go online. 3. Work on multi-agency Corporate Parenting Strategy to start. <p><u>Leadership, Governance and Finance</u></p> <ol style="list-style-type: none"> 1. Children and Young Peoples Plan to be formally agreed. 2. Final Improvement plan to be shared with members. 3. Clear remits for the Improvement Board, LSCB and the Children's Partnership Board to be agreed to help ensure effectiveness of improvement work. | | |
| Key issues of risk / obstacles to progress: | | |
| <ol style="list-style-type: none"> 1. Risks will be considered by the Improvement Board and the assessment will be finalised shortly. 2. These will come from the project group in future. | | |
| Recommendations for CMT: | | |
| N/A | | |

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| School Places In Slough | | | Project SPONSOR | Clair Pyper | |
| Wards Affected: ALL | | | Project MANAGER | Robin Crofts | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | AMBER | AMBER | 01/11/2011 |
| <i>Previous month</i> | <i>GREEN</i> | <i>RED</i> | <i>AMBER</i> | <i>AMBER</i> | <i>01/10/2011</i> |
| Project start date: | 2008 | | Anticipated Project end date: | 2018 | |



Has this highlight report been agreed and authorised by the Project Sponsor? Yes No (draft)

Key activities completed / milestones achieved in **this** period:

1. DfE allocated £9.461m to Slough for new school places (17th highest in the country).
2. Following a School Organisation Group decision discussions are being held with 2 further primary schools for immediate expansion. These schools would provide some capacity for admitting in-year arrivals, including late applicants for September 2011 reception places.
2. Capital Strategy Board and Planning approval obtained for expansion project at Littledown, a primary special school.
3. Capital Strategy Board approval obtained for phase 2 of the expansion project at Priory School.
4. Survey carried out of neighbouring secondary schools in other LAs to ensure sufficient capacity is available for growth in demand from Slough children in September 2011.

| | Demand for Reception | Availability of Permanent Reception Classes | Bulge classes | Total permanent new Reception places created |
|---------------|--|---|---------------|--|
| | Number of classes (headcount) | | | Number of classes (reception places) |
| May-07 | 52 (1545) | 55 (1647) | | |
| May-08 | 55 (1656) | 56 (1677) | | + 1 (+ 30) |
| May-09 | 56 (1669) | 56 (1677) | | + 1 (+ 30) |
| May-10 | 61 (1833) | 59 (1767) | 2 (60) | + 4 (+ 120) |
| May-11 | 65 (1953) | 65 (1947) | 2 (60) | + 10 (+ 300) |
| Sep-11 | 72 (2170) Further demand expected due to late applications | 72 (2147) | | + 17 (+ 500) |

Key activities / milestones scheduled for **next** period:

1. Agree the 2 new primary expansion projects/budgets with relevant schools and Commissioner for Education; and initiate projects.
2. Agree way forward for expansion of Haybrook College on Haymill site with agreement from Commissioner for Neighbourhoods and Renewal.

Key issues of **risk / obstacles to progress**:

1. £781K has been reported to the DfE as an underspend on existing grants. Reason given is a delay with the Parlaunt Park expansion project following collapse of Rok. This funding is at risk of claw back.
2. Demand for reception places this term is already higher than anticipated and at the same time new

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| School Places In Slough | Project SPONSOR | Clair Pyper |
| Wards Affected: ALL | Project MANAGER | Robin Crofts |
| <p>expansion projects for Sep 2012 need to start now to be ready in time.</p> <p>3. Demand for reception places may continue to rise in-year, creating the need to commit funding to further expansion projects.</p> <p>4. All pupils continue to be offered a school place although there are emerging pressures in a number of year groups, including primary, secondary and special school places.</p> <p>The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough and changes in parental preference for specific schools. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all these factors should allow this.</p> | | |
| Recommendations for CMT: | | |
| None. | | |

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|---|-----------------|---------------|--------------------------------------|-----------------------|---|
| Slough Local Asset Backed Vehicle ('LABV') | | | Project SPONSOR | Julie Evans | |
| Wards affected: ALL | | | Project MANAGER | John Rice | |
| | Timeline | Budget | Issues & Risks | OVERALL status | Date of update report |
| Current period | GREEN | GREEN | GREEN | GREEN | 02/11/2011 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | 04/10/2011 |
| Project start date: | 19/09/2011 | | Anticipated Project end date: | 31/12/2012 | |
| | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Draft OJEU Notice and PQQ prepared. ITPD and evaluation matrix scoped. Agreement on need for confidentiality agreement to be signed by all involved in the evaluation process; scoring normalisation training; and the use of an enhanced SBC procurement hub to issue documents, log and respond to questions, etc. Developers Day being arranged for w/c 12/12/11 to include a briefing, Q&A and full site tour. 2. Draft Memorandum of Information prepared and being enhanced by site information. 3. Soft market development undertaken, met with 3 further candidate companies. 4. Met with Regional Director HCA to brief on LABV, seek agreement for flexibility on Heart of Slough legal agreements (Q3) to assist LABV delivery. 5. Project documentation being updated. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Visit to Croydon LABV on 03/11/2011 for lead Members, Chief Executive and Director of Resources & Regeneration. 2. Preparation for the procurement of a LABV partner including: choice of procurement regime and procedure; development of a robust procurement strategy; preparation of a draft OJEU Notice, Memorandum of Information ('Mol') and Pre-Qualification Questionnaire ('PQQ') and soft market testing. 3. Issue of OJEU Notice (and Mol) to PQQ return and selection of long-listed bidders. 4. Issue of Invitation to Participate in Competitive Dialogue ("ITPD") and dialogue commences with long listed bidders. 5. Submission of outline proposals and selection of short-listed bidders to continue dialogue. 6. Issue of Invitation to Continue Dialogue ("ITCD") and dialogue continues with short-listed bidders. 7. Formal conclusion of dialogue and issue of an Invitation to Submit Final Tenders ("ISFT") to short-listed Bidders. 8. Evaluation and selection of a Preferred Bidder. 9. Report to Cabinet. 10. Establishment of JV/LABV. | | | | | <p>Sept – end Nov 2011</p> <p>Dec 2011 – end Jan 2012</p> <p>Feb 2012</p> <p>End March 2012</p> <p>April 2012</p> <p>End June/July 2012</p> <p>August 2012</p> <p>September 2012</p> <p>November 2012</p> |
| Key issues of risk / obstacles to progress: | | | | | |
| <ol style="list-style-type: none"> 1. <u>EU procurement implications:</u> <i>The Council's specialist legal advisors will advise on all EU procurement/compliance issues and how the risks of a potential procurement challenge can be mitigated.</i> 2. <u>Setting up a LABV will require dedicated resource throughout the procurement and over the life of the LABV:</u> <i>Throughout the procurement process the Council will have the opportunity to consider the level of resources required.</i> 3. <u>Not securing the agreement of Council to proceed and high start-up costs that will be abortive if the</u> | | | | | |

| | | |
|---|------------------------|-------------|
| Slough Local Asset Backed Vehicle ('LABV') | Project SPONSOR | Julie Evans |
| Wards affected: ALL | Project MANAGER | John Rice |

Council decides not to proceed at any stage: *The Council will have the opportunity to consider at each stage of the procurement whether to proceed with a LABV or not. If progress is made but the Council subsequently decides not to proceed there will be abortive costs to the Council incurred up to that point. There may also be some reputational risk.*

4. Identifying sites for development at the commencement of the LABV process through Council reports and the procurement process can raise community expectations for delivery; but also potential objections to the developments before the business case, timing and details of the development project have been created: *The Council will adopt a transparent approach to the inclusion of projects in the LABV. A robust information strategy will be used to provide full information on the time taken to establish the LABV; the need for projects to be time phased to reflect the commercial relevance and also the Council's priority for regeneration projects; and that the normal planning processes and consultation will be used as projects develop.*
5. Potential for conflict between the Council as a partner in a LABV, the statutory objectives of the local planning authority, and any future changes in political priority: *Sites selected for initial development by the LABV have been informed by planning policies and guidelines. Whilst this situation does not presume planning permission, neither do the projects suggest development would be unrealistic. Maintaining political priority will be assisted by a transparent process and following the establishment of the LABV ensuring the delivery of key commercial and community projects.*
6. Short term increase in the cost of the Capital Programme due to the delay associated with creating a LABV: *Planning significant regeneration projects for medium term delivery. Robust management of the Capital Programme by Members and Officers to ensure major capital investment is delivered within the LABV.*
7. Potential market saturation with demand out stripping supply of suitable joint venture partners: *Soft market testing to be undertaken in preparation for the procurement process.*
8. Not being able to secure the right joint venture partner following procurement: *It is envisaged that a competitive dialogue procurement procedure will be used. This process will allow the Council to set the selection and award criteria in order to secure the right joint venture partner. It will also provide the opportunity for the Council to define the proposed working relationship for the LABV.*
9. Joint venture partner "cherry picking" commercial sites for development rather than community sites: *This will be tested fully during the procurement process. The partnership business plan will define the objectives of the Council/LABV and the priorities for development. The partnership business plan (that will be updated over the life of the LABV) will require approval by the LABV Board, of which Council will be a 50% partner.*
10. Duplication of work / counter-productive work between Council staff and LABV staff: *The appropriateness of transferring some or all of the Asset Management Team will require further consideration. The Council will need to retain access to high level skills for supporting it in its decision making process as a 50% partner in the LABV, including the approval of Site Development Plans. Proposals will be developed and informed by the procurement process.*
11. Council capacity to match the capacity of the joint venture partner to serve on the LABV Board and make day to day operational decisions: *The Council will need to carefully consider the skills and availability of Members and/or Officers to represent the Council on the LABV Board. The Council's specialist legal advisors will provide training for representatives on the LABV Board in corporate governance matters including how to deal with potential conflicts of interest. Strategic decisions will be reserved to the Council (not the LABV Board), as a 50% partner in the LABV (e.g. approval of all business plans and material contracts that either govern or affect the LABV, expenditure over certain thresholds and appointment of key personnel to the LABV).*
12. Conflict of interest between elected Members / Officers and their role on the LABV Board: *The LABV will be a separate body, distinct from the Council. The prime responsibility for those appointed to the LABV Board will be to further the interests of the LABV (and this could sometimes be different to the interest of the Council). Those appointed to the LABV Board will need to deal with their interest as a partnership Board member when issues relating to the LABV come up at formal Council meetings, where the individual Board member(s) will need to consider if there is any conflict of interest. Elected Members currently have to consider the Code of Conduct requirements to declare personal and prejudicial interests. This may include leaving meetings and potentially the consideration of strategic*

| | | |
|--|---------------------------|-------------|
| Slough Local Asset Backed Vehicle ('LABV') | Project SPONSOR | Julie Evans |
| Wards affected: ALL | Project MANAGER | John Rice |
| <p><i>decisions relating to the LABV. Specialist legal advice will be obtained to address the issue of conflicts of interest and responsibilities on the LABV Board.</i></p> <p>13. <u>Requires defined development pipeline to maximise success and investment opportunities:</u> <i>At the outset of the procurement the Council will identify the development opportunities for the LABV in the short, medium and long term. The partnership business plan (approved by the LABV Board) will set out priorities for development on a rolling 3 or 5 year basis to maximize success and investment opportunities, balanced against the objectives of the Council and LABV.</i></p> <p>14. <u>May not achieve best value due to the property market and funding market:</u> <i>The long term nature of the arrangement and opportunity for the private sector to phase developments including “batching” will seek to mitigate against this risk.</i></p> <p>15. <u>Higher rewards need to be balanced against sharing in re-development costs:</u> <i>It is expected that the Council will take a share in development risk in order to maximise the opportunities for development profit/reward. This will be further tested during the procurement.</i></p> <p>16. <u>Significant deadlock and breakdown of the LABV:</u> <i>It is expected that the parties act reasonably in their decision making and in doing so, approve the relevant business plans and development proposals, provided the parties are satisfied and objectives are met to avoid unnecessary deadlock. If deadlock arises at the LABV Board level, the Board members themselves will try to resolve the deadlock within a reasonable time frame. If they cannot do so, the deadlocked matter will then be referred to senior representatives of the LABV Partners. If the LABV Partners cannot resolve the deadlocked matter, then a project would not proceed. Where there is deadlock that would prevent the LABV continuing, the legal arrangements will contain the power for one LABV Partner to either buy out the other LABV Partner at an agreed valuation or to call for the winding up of the LABV.</i></p> | | |
| Recommendations for CMT: | | |
| <p>1. To note the progress.</p> | | |

| | | | | | |
|---|--------------|--------------|-------------------------------|----------------|-----------------------|
| Thames Valley Transactional Services Project | | | Project SPONSOR | Roger Parkin | |
| Wards affected : All | | | Project MANAGER | Phil Hamberger | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of update report |
| Current period | GREEN | GREEN | AMBER | GREEN | 03/11/11 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>AMBER</i> | <i>GREEN</i> | 09/10/11 |
| Project start date: | 02/2011 | | Anticipated Project end date: | 01/04/12 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. Completion of Competitive Dialogue Stage 2. 2. Completion of SBC due diligence with both suppliers. 3. Member engagement with suppliers at Due Diligence. 4. Ongoing monthly meetings with commissioners to inform them of project progress. 3. Ongoing user engagement with retained organisation to inform the ISFT specification - this has included workshops and presentations at SLT. 4. Completion of the ISFT documentation, draft contracts and evaluation matrix. 5. Release of the ISFT to shortlisted suppliers to deadline. 6. Co-ordinate supplier clarification questions relating to the ISFT. 7. Ongoing staff briefings providing updates on progress to date. 8. Ongoing engagement with Unions - through DCF reporting on project progress. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Release SBC responses to supplier clarification questions. 2. Brief core & extended evaluation team on evaluation process. 3. Complete member opening process for all tenders received. 4. Complete evaluation process for ISFT. 5. Initiate appropriate level of engagement and communication with staff, unions and members to notify outcome of procurement. 6. Prepare Cabinet reports of final outcome of the procurement. 7. Notify all suppliers which have engaged in the procurement process of final outcome / award of the tender. 8. Ensure all project documentation is collated / and held in a central location for audit purposes. | | | | | |
| Key issues of risk / obstacles to progress : | | | | | |
| <ol style="list-style-type: none"> 1. Staff disruption and concern about TUPE transfer process. This risk continues to be a high priority for the project team as we move towards contract award. As such, this risk is regularly reviewed as part of the communications action plan for this project. <p>To mitigate this risk the project team continue to ensure that there is ongoing dialogue with staff informing them of progress and this will increase following award of the contract. The SBC Implementation plan post award will include as a priority a joint communication plan in partnership with the successful supplier to enable early staff engagement to take place. Activities will include:</p> <ul style="list-style-type: none"> - Ongoing staff Briefings on the TUPE process and the impact on staff. - Surgeries with the Berkshire Pensions office to advise individual staff. - Questions and Answer sessions with both the final supplier and Transactional Services Management Team. - Additional site visits if deemed necessary. - HR Surgeries if required. | | | | | |

| | | |
|--|------------------------|----------------|
| Thames Valley Transactional Services Project | Project SPONSOR | Roger Parkin |
| Wards affected : All | Project MANAGER | Phil Hamberger |
| <p>2. Desired levels of service are not achieved. Clear specification and service credits have been discussed and agreed by the project team. These have been included as part of the ISFT Specification which was released 21st October. This has also been further embedded within the evaluation criteria for the ISFT and direct conversations with the suppliers at Competitive Dialogue have further informed the desired standards of service required.</p> <p>3. Engaging with a private sector partner for the provision of customer services inherent with risk. Legal Services continue to be fully engaged with the procurement process to protect the council's interests and have been heavily involved in the competitive dialogue meetings and the development of the ISFT to ensure that there is a robust contract in place with either supplier.</p> <p>4. Project fails to meet the timescales. Rigorous project management methodology is adhered to; service experts are fully engaged which allows various milestones to be achieved to target. The project has in place a high level project plan which continues to be monitored and reported to CMT monthly. The Project team ensure that the timetable continues to offer leverage and flexibility without compromising the project to ensure that each stage is completed with full engagement with all key stakeholders and provides the necessary processes to make an informed choice which will benefit the council. The timetable remains on target.</p> <p>5. Unsuccessful procurement of a partner. The Project team continues to adopt a flexible and creative approach to secure a suitable partner whilst ensuring that the overall objectives of this procurement are not compromised. The process to date indicates that the two remaining suppliers understand our requirements and are in the final stages of pulling together their ISFT Submission.</p> | | |
| Recommendations for CMT: | | |
| <ol style="list-style-type: none"> 1. CMT note the progress made to date on the project. 2. Support and fully endorse the importance of engagement with the retained organisation. | | |

7. Performance scorecard Update

The summary below provides an update on the Council's key Performance indicators as at 31st October 2011, and should be read in conjunction with the Scorecard attached as Appendix A to this report.

Individual Directorates are in the process of agreeing their own specific content for the Slough Borough Council Scorecard, and a finalised version is anticipated for reporting on the position from 30th November 2011 onwards.

Where a 'long list' of Directorate measures is still under consideration for the specific excerpts to be presented at this level, these are NOT currently reflected in the scorecard provided.

(a) Key People Measures

All People Measures are provided by Human Resources department, and this is currently only available on a quarterly basis. Work is ongoing to cleanse and improve data, and CMT are encouraged to promote this activity within their staff group – e.g. by ensuring compliance with sickness absence monitoring returns etc.

The total number of staff employed by the council across all directorates has decreased by 302 (or 16%) in the past year, although 364 vacant posts are reported at the end of September 2011. The majority of these *reported* vacancies are within the ECS Directorate,

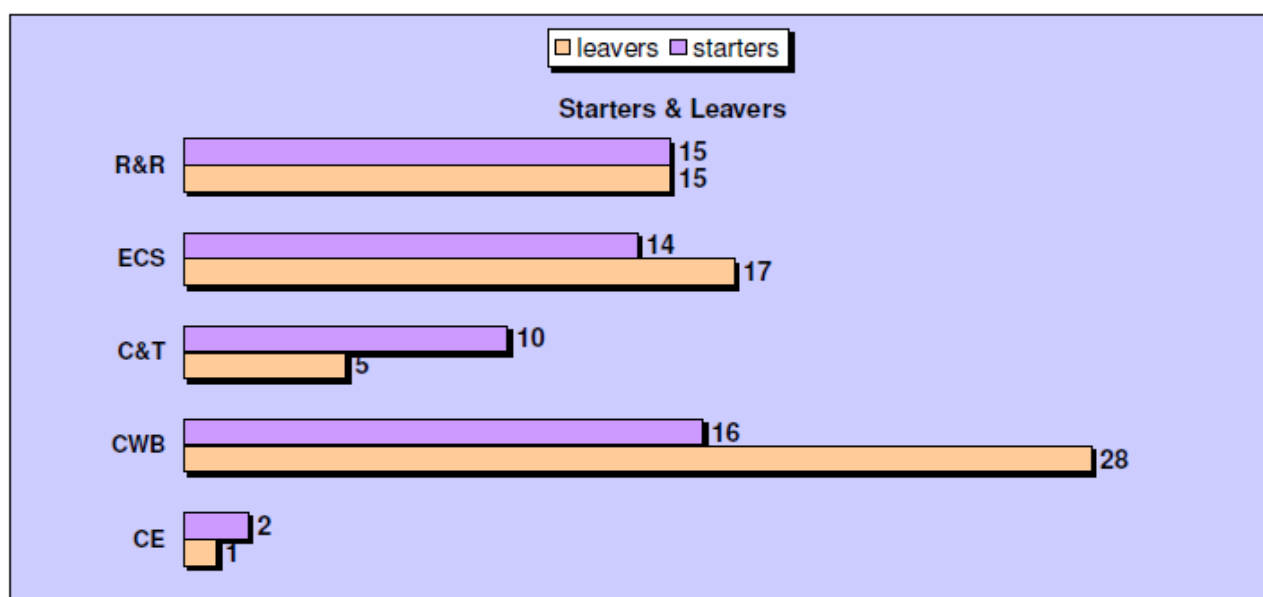
and a breakdown of vacancies is provided in the table beneath. (note part time also includes sessional staff who work a minimum number of hours including 'as and when' and relief contracts, future reports will separate this group.

| Directorate | FTE | Full Time | Part Time | Vacancy Level (posts) |
|---------------------------------|--------------|--------------|--------------|-----------------------|
| Chief Executive | 0.0 | 0.0 | 0.0 | 0 |
| Community & Wellbeing | 89.7 | 81.0 | 16.0 | 97 |
| Customer & Transactional | 20.4 | 17.0 | 6.0 | 23 |
| Education & Children's Services | 174.0 | 103.0 | 85.0 | 188 |
| Resources & Regeneration | 55.5 | 55.0 | 1.0 | 56 |
| TOTAL | 339.6 | 256.0 | 108.0 | 364 |

The period of July to September 2011 saw 66 staff leaving employment and 57 starting employment with the council. The majority of staff turnover in the period was due to resignations (24) or completion of contracts (21).

| Termination Reason | Total |
|-------------------------------------|-------|
| Resigned | 24 |
| Retirement (Ill Health, Early, Age) | 5 |
| Redundancy (Compulsory, Voluntary) | 9 |
| Dismissed | 6 |

| Termination Reason | Total |
|----------------------|-------|
| Compromise Agreement | 1 |
| Death In Service | 0 |
| End of Contract | 21 |
| Left Without Notice | 0 |



Reported average sickness rate for the quarter was an average of 2.5 days per FTE. This is slightly down on the same period the previous year.

Over two thirds of the SBC workforce is female (compared to local population estimates which predict 48% of the local resident population of working age are female); 44% of our workforce is of black or minority ethnic background, compared to an estimated 37% of our local residents of working age. The latest quarter has seen a reduction in the percentage of staff who have self-declared as having a disability; this proportion now stands at 6.8%. CMT are asked to encourage their staff to use the employee self service system to check and verify their personal details are correct.

(b) Key Volume Measures

SBC's reputation and that of the area as a whole can be enhanced by positive news stories in the local media. In 2011-12 to date there have been a total of 134 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. Of the press coverage assessed by SBC Communications team in October, the majority (64.1%) was deemed to be either 'positive' or 'very positive' – this is the highest proportion on a monthly basis thus far in 2011-12.

SBC continues to receive a steady stream of Freedom of Information requests and press enquiries. In 2011-12 so far, a total of 500 logged FoI applications have been made; this represents an increase of some 20% on the same period for 2010-11, and has obvious impacts on staff time. Directorates are encouraged to review the subject matter of FoI requests being made of them, and to consider if a more proactive management of the public release of information (for example through targeted press releases or publication on the borough's website) could result in a more time-efficient process for employees and public alike.

SBC's website continues to receive a large number of visits (95, 269 in October alone) and this underscores the value of the current redevelopment work on our website. October saw a total of 1,894 online financial transactions – which represents a significant cost-reduction for processing these transactions, and represents excellent access for the public.

The number of Housing and Council Tax benefit claimants continues to rise at a rate in excess of the national increase. This has implications for both the resource required to process and pay claims and adverse implications for the future projections of council tax income levels. Improving employment opportunities for local residents remains a core priority for SBC and the LSP.

Children's social care services continue to face an increased demand, and this is being tackled through a variety of initiatives including the 'Safeguarding Improvement' and 'Looked After children's placements' gold projects. October saw increased demand compared to the same point one year ago in both contacts and referrals, and the number of looked after children in the care of the local authority remains higher than historic figures (at 185) as does the number of children subject to child protection plans (at 198, this is more than doubled the corresponding number in October 2010). Note however that the number of looked after children when expressed as a rate per 10,000 resident child population remains below the England average.

Adult social care faces a similar pressure of increased demand – between April and October 2011 there have been 121 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 29 (or 32%) on the numbers received in the same period of 2010.

(c) Key Quality Measures

The period of April to September 2011 saw a total of 387 logged complaints across the council – down from 513 for the corresponding period one year previously. This may represent considerable improvement in the quality of services delivered and in the public perception and satisfaction with the council. Conversely, it may mean that not all complaints received are being appropriately logged centrally. CMT are encouraged to

reiterate the importance of handling complaints according to established borough procedures.

Within Children's social care, there is evidence of improvement. By the end of October, the proportion of Initial assessments completed within timescales had increased to 66.6% for the whole of the previous 12 months – this increase is due to particularly improved performance in the most recent period. 38% of such initial assessments had also been approved by a manager within timescales – a further assurance of improving quality as well as speed. Whilst this level remains lower than one year ago, current improvement activity is achieving the desired results. Similarly, with Core assessments, a greater proportion are being authorised by managers within timescales, and in-month performance is significantly better than the rolling year value yet shows. There are therefore early signs of sustained remedial action, and early indications of a curve being turned.

Alongside this activity significant improvement can be evidenced since April 2011 on the proportion of children becoming subject to a child protection plan for the second or subsequent time. We are now within the nationally agreed zone of 'best practice' on this measure.

An internal programme of case auditing has commenced, with 16 individual children's files having been audited independently. This exercise will now be repeated every month, and a quarterly report on audit findings prepared in January. Initial findings are being communicated to staff to ensure appropriate remedial activity is undertaken, as part of the overarching Safeguarding Improvement Plan and associated strands of work.

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales. Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards.

(d) Key Inspection Results

2011 has seen a number of published inspection reports across ECS and CWB. Both inspections of Slough's Children's Centres have assessed provision as good; adult social care provision has been verified to meet all essential standards; looked after services were validated as adequate; safeguarding was assessed as inadequate. The Youth Offending team was found to require moderate improvement in safeguarding and substantial improvement for managing risk of harm. The Food Standards Agency audit of SBC produced no simple overall judgement, but identified multiple strengths and some recommendations for further action.

All service areas subjected to external scrutiny have been working to address identified service improvements.

(e) Key Outcome Measures

The Slough vision for the overall population outcomes we and our partners seek to achieve is now enshrined in the refreshed Sustainable Community Strategy, and the underlying performance indicator framework and action planning is in progress.

The Performance Scorecard is provided as Appendix A.

8. Financial Reporting

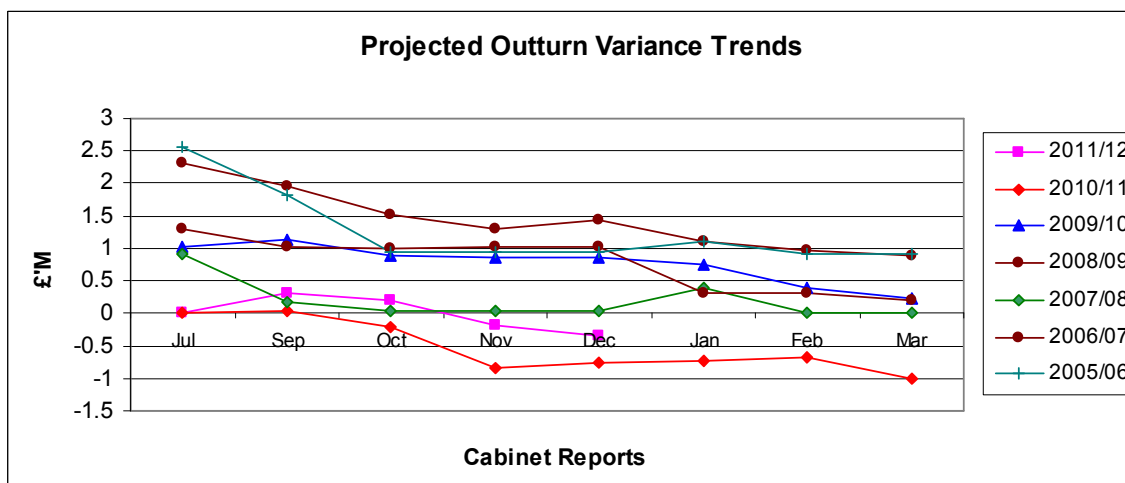
- The Council's net revenue budget for 2011/12 is £105.1m.
- The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

8.1 Projected Outturn Position as at 31st October 2011

- There is currently a forecast under spend for the 2011/12 General Fund at the end of period seven of £335K. This is a reduction in net expenditure of £146K since the previous month.
- For the Housing revenue account there is currently forecast surplus of £171k.
- The position is summarised in Table 1, and detailed in Appendix B.

Table 1 - Projected as at 31st October 2011

| Directorate | Base Budget | Current Net Budget | Actual YTD | Projected Outturn | Variance Over / (Under) Spend C = B - A |
|---|----------------|--------------------|----------------|-------------------|--|
| | £'M | £'M | £'M | £'M | £'M |
| Community and Wellbeing | 39.139 | 41.083 | 17.095 | 40.952 | (0.131) |
| Education and Childrens Services | 27.789 | 31.610 | 16.222 | 31.610 | 0.000 |
| Customer and Transactional Services | 5.206 | 5.570 | 47.389 | 5.747 | 0.177 |
| Resources and Regeneration | 33.257 | 34.159 | 19.520 | 33.787 | (0.372) |
| Chief Executive | 0.657 | 1.053 | 0.946 | 1.033 | (0.020) |
| Corporate | 0.266 | 0.266 | 0.235 | 0.277 | 0.011 |
| Total Cost of Services | 106.314 | 113.741 | 101.408 | 113.406 | (0.335) |
| % of revenue budget over/(under) spent by Services | | | | | -0.29% |
| Treasury Management | 3.017 | 3.017 | 0.000 | 3.017 | 0.000 |
| Contingencies, Earmarked Reserves and Trading Accounts | 4.233 | (3.194) | (4.254) | (2.768) | 0.000 |
| Early Intervention Grant | (7.140) | (7.140) | (1.812) | (7.140) | 0.000 |
| Council Tax Freeze Grant | (1.187) | (1.187) | (0.239) | (1.187) | 0.000 |
| New Homes Bonus Grant | (0.130) | (0.130) | (0.454) | (0.454) | 0.000 |
| Local Services Support Grant | 0.000 | 0.000 | (0.102) | (0.102) | 0.000 |
| Sub Total | (1.207) | (8.634) | (6.861) | (8.634) | 0.000 |
| Total General Fund | 105.107 | 105.107 | 94.547 | 104.772 | (0.335) |
| % of revenue budget over/(under) spent in total | | | | | -0.32% |



8.2 Month on Month Movement in Variances

8.2.1. Community and Wellbeing

The Directorate's net controllable Revenue budget for 2011/12 is now £41.083m. This has increased by £108k following the final transfer of the earmarked reserves carried forward from last year. The projected total net expenditure after taking into account all known commitments and the latest projected savings is £40.952m. This gives a projected underspend of £131k (0.32% of the budget), and a favourable movement of £150k. This significant movement is due mainly to favourable changes within the Community & Adult Social Care Division (CASC) (£101k). This is caused by a review of the commitments against the IT budget, resulting in an estimated saving of £70k. Also there has been a reforecast of income on the external home care service leading to an increased forecast of £40k.

8.2.2. Education and Children's Services

The directorate's net controllable budget for 2011/12 is **£31.610m**, and the projected total net expenditure is currently **£31.610m**. Members will recall there are significant net pressures within the Directorate. A forecast pressure of £1.458m on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets (£1.052m). In addition, the Safeguarding Improvement Plan (£231k) has been funded from additional corporate contingency.

8.2.3 Commercial and Transactional services currently have a budget pressure of £177K. The budget pressure is made up of SAVVIS IT costs and income budgeted in error for the E-Government project.

8.2.4 Resources and Regeneration

Forecast for the year is now £33.787m which is £372,000 under the revised budget of £34.159m and reflects a £13,000 improvement from last month.

The Directorate is examining budgets and contingencies on a continuous basis to identify all opportunities for savings and/or mitigation of known pressures. All service changes being considered for next year are also being examined with potential in year savings being identified.

Discussions with contractors continued on proposed inflationary increases and levels of service within agreements.

Transformation activities continue in the directorate with the staff establishment reduced by 18 posts year to date at a cost of £602,000 of which £332,000 was set aside as contingency in the 2010/11 accounts.

8.2.5 The Chief Executive's directorate is forecasting an under spend position of approximately £20k across the directorate.

8.2.6 The Corporate service area is forecasting an £11k over spend at this point in time in relation to prior years' pensions costs.

8.2.7 Treasury Management reports a breakeven position.

8.2.8 The Housing Revenue Account

HRA balances are forecast to be £9.702m at year end which is £454,000 higher than budget and reflects an improvement of £18,000 in the period.

Minor employee costs of £13,000 and a small improvement in income £5,000 are the main variances.

Self- Financing continues to be high on the agenda with additional information expected at the end of November. This will be communicated to the authority in the form of a "Shadow" HRA subsidy determination.

8.3 Emerging Issues / Risks

Introduction

It should be noted at this point that the 2011-12 PPRG process is in progress and therefore savings will be identified to be delivered in the current financial year. These savings are not reflected in this report.

Directorate Specific

8.3.1 Community and Wellbeing:

The department has to implement savings to the value of £3.3m in 11/12. The budget management performance of the Department is entirely dependent on the successful delivery of the vast majority of these savings. These savings are monitored very closely and where possible the financial impact included in this monitor. The successful implementation of these savings remains the department's biggest risk.

8.3.2 Education and Children's Services:

There are some significant areas of development still in transition across the directorate including the implementation of the Integrated Youth Support Service (IYSS), possible staffing structure changes in Children and Families and the review of education services. Detailed work on these is in progress but until finalised an accurate assessment of their financial position cannot be completed.

In addition to this, a draft Improvement Plan of work required in response to the Ofsted Inspection has now been submitted to the Minister. The financial impact of the additional work has been reflected in this report as described above but is being reviewed to ensure consistency with the submitted plan.

The Directorate is also currently working alongside schools in the review of the centrally retained elements of the Dedicated Schools Grant (DSG) which is expected to result in some significant changes in the way some services are shaped and delivered. It is unclear at this stage what impact this may have on services funded by the Local Authority.

Like all councils, Slough is managing the challenge of delivering services within reducing funding envelopes over the next 3 years. The PPRG process is now in progress and plans are being finalised for savings to deliver on previously reported targets. Further work is in progress to deliver additional corporate and directorate savings in 2012-13 and beyond.

8.3.3 Customer and Transactional Services:

No specific risks noted

8.3.4 Resources and Regeneration:

The economy remains a key risk for the Directorate particularly the current rate of inflation.

A number of highways properties that had been leased to Co-op Homes were handed back in December 2009. Redevelopment plans and timescales are being examined by Housing services to determine if short term lets are feasible to offset the current loss of rent to the Authority. All miscellaneous properties owned by the authority are also being examined with a view to transferring these to Housing services prior to Self Financing being implemented in respect of social housing.

Timing of savings in Property Services is being evaluated as closure of the Town Hall was delayed from the end of March until the end of May for the Town Hall Annexe and from the end of September to the end of December for the Old Town Hall. This is particularly relevant in respect of business rates as the regulations for dispensation have been tightened in recent years.

Levels of waste collected are currently higher than anticipated and this may lead to additional costs over budget.

Transformation activities continue across the directorate.

Asset valuations and timing of planned disposals is being examined to determine the timing effect of creating a LABV in 2012/13. Additional professional fees may be incurred in advance of the set up of this fund.

All of these risks will be closely monitored and the impact clearly identified and reported as and when it is necessary.

8.3.5 Chief Executive

No specific risks noted.

8.3.6 Housing Revenue Account

The settlement payment for self financing is estimated to be in the region of £125million - £127 million and finance markets are only just starting to investigate alternative methods of Lending. Our treasury advisors will investigate and advise on appropriate sources of funding which can deliver savings in interest rates and charges. The traditional funding from the Public Works Loan Board (PWLB) remains an option.

Recent Government announcements include possible changes to the right to buy scheme designed to increase sales. This will have ramifications for the business plan going forward and may change the settlement figure. Details are expected in November 2011

Should the Britwell regeneration scheme fail to agree a realistic partnership with private contractors potentially around 100 properties would be added back to the housing stock and subsequently be included in the final figures to central government thus increasing the burden on borrowing costs.

These properties would remain uninhabitable with a further pressure on revenue with loss of rental income and costs for demolition and clearing, and security.

8.4 Emerging Opportunities

Directorate Specific

8.4.1 Community & Wellbeing

The contracts for the DAAT Pooled Budget and the DIP Project are being reviewed and renegotiated. This could lead to lower contract prices for some of these contracts which could provide some opportunities for efficiencies within the service and the wider department. These are being reviewed and further updates will follow next month. The efficiencies already agreed for 2012/13 are being developed to ensure full year savings are achieved. Where possible these are being implemented early to achieve some saving in the current financial year.

8.4.2 Education & Children's Services

SMT are continuing to consider additional one-off and recurring budget optimisation opportunities in order to manage the budget.

8.4.3 Customer and Transactional Services

None to be noted.

8.4.4 Resources and Regeneration

Discussions with neighbouring councils and our contractor Enterprise Ltd are taking place to develop initiatives to help bring down waste management costs.

Contractual discussions with Enterprise Limited include initiatives to maximise the profit share in the contract whilst maintaining or improving unit costs in all operations.

All miscellaneous dwellings in the Authority are being examined with a view to let them as temporary accommodation and offset existing risks of rent loss wherever possible.

Recruitment to replace agency staff is high on the agenda for the directorate and recent appointments particularly in Transportation have been encouraging and savings in employee costs have been forecast accordingly. All service areas are working with HR to achieve recruitment to established posts.

Transformation activities continue across the Directorate including the establishment of Transactional services and the potential contract for an external partner.

8.4.5 Housing Revenue Account

Rent restructuring is based on RPI indexation as at 30 September each year. This was approx 5.6% in 2011 and the rent increase is therefore likely to be approximately 7% for 2012/13.

This is likely to be confirmed in December when a “Shadow” HRA subsidy determination for 2012/13 is issued. This will also include details of the settlement payment, Item 8 debt charge amendments and a revised limit on indebtedness for the HRA.

Improvements have been implemented to streamline the processing of rents into the financial system on a more timely and efficient basis. Entries are now being made weekly and with this information now easily available a more accurate profiling will be available for future Business plans. Additionally provision has been included to smooth the fluctuations precipitated by collection of the monthly / Quarterly invoices.

The Housing Management restructure is proving to be successful and has been fully implemented. Further efficiency savings may be made which will be reinvested in the community strategy priorities in areas where concerns have been raised by tenants and members when available.

8.5 Staffing Budgets

CMT will be aware that as part of the exercise to implement Job Evaluation and Harmonisation all staffing budgets were re-calculated from a zero base. This approach eliminated the existing staff turnover targets and provided directorate budgets with 99% of the total cost requirement under their control. This comprised 98% which was allocated directly to service budgets and 1% held by each director to manage any staffing pressures and changes as they arose. The remaining 1% is held centrally within contingency balances.

8.6 Conclusion

8.6.1 The position as at the end of October 2011 leaves an overall headline under spend position of £335K against the General Fund revenue account.

Slough Borough Council Balanced Scorecard

October 2011

Council wide

| Key People Measures | | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Annual total / cumulative total or outturn | Good is: | Target | Direction | Comparative | Target |
|--|-----------|-------------------|-----|-----|-----------------|-----|-----|-----------------|-----|-----|-----------------|-----|-----|--|--------------------|--------|-----------|-------------|--------|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | | | | | |
| Number of staff in establishment (headcount) | 2011-12 | 1,628 | | | 1,618 | | | | | | | | | | .. | .. | | | |
| | (2010-11) | 1,819 | | | 1,920 | | | 1,802 | | | 1,671 | | | 1,671 | | | | | |
| Number of staff in establishment (FTE - 'full time equivalent') | 2011-12 | 1323.5 | | | 1324.2 | | | | | | | | | | | | | | |
| | (2010-11) | 1463.3 | | | 1524.2 | | | 1441.4 | | | 1,347.9 | | | 1,347.9 | | | | | |
| Number of vacant posts (at quarter end) | 2011-12 | 353 | | | 364 | | | | | | | | | | ideally decreasing | | | | |
| | (2010-11) | .. | | | .. | | | 511 | | | 415 | | | .. | | | | | |
| Number of advertised job opportunities this period (FT versus PT) | 2011-12 | 59 FT versus 9 PT | | | tbc | | | | | | | | | | | | | | |
| | (2010-11) | .. | | | .. | | | .. | | | .. | | | .. | | | | | |
| Staff turnover rate - resignations only (%) | 2011-12 | 4.1% | | | 1.5% | | | | | | | | | | 10-15% | | | | |
| | (2010-11) | 1.3% | | | 2.0% | | | 1.7% | | | 2.0% | | | 2.0% | | | | | |
| Average staff sickness rate including maternity leave (days lost per FTE) | 2011-12 | 2.8 | | | 2.5 | | | | | | | | | | | | | | |
| | (2010-11) | 2.3 | | | 2.7 | | | 3.0 | | | 3.0 | | | .. | | | | | |
| Proportion of staff who are of Black or Minority Ethnic heritage as a ratio of the proportion of resident working age population who are BAME - currently 37%. [% of staff who are BAME] | 2011-12 | 1.17 [43.3%] | | | 1.19 [44%] | | | | | | | | | | >=1 | >=1 | ✓ | ✓ | |
| | (2010-11) | 1.13 [41.8%] | | | 1.13 [41.9%] | | | 1.15 [42.7%] | | | 1.18 [43.6%] | | | 1.18 [43.6%] | >=1 | >=1 | | | |
| % staff with a declared disability | 2011-12 | 7.1% | | | 6.8% | | | | | | | | | | | | | | |
| | (2010-11) | 7.0% | | | 6.9% | | | 6.8% | | | 7.1% | | | 7.1% | | | | | |
| Proportion of staff who are female as a ratio of the proportion of resident working age population who are female - currently 48%. (% of staff who are female) | 2011-12 | 1.41 [67.8%] | | | 1.44 [68.9%] | | | | | | | | | | >=1 | >=1 | ✓ | ✓ | |
| | (2010-11) | 1.46 [70.2%] | | | 1.45 [69.5%] | | | 1.43 [68.8%] | | | 1.41 [67.6%] | | | [67.6%] | >=1 | >=1 | | | |

Slough Borough Council Balanced Scorecard

October 2011

Council wide

Page 44

| Key Volume Measures | | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Annual total / cumulative total or outturn | Good is: | Target | Direction | Comparative | Target | |
|---------------------|---|-----------|--------------|--------------|--------------|--------------|--------|--------------|--------------|--------|--------------|--------------|--------------|--|----------|-------------------|-----------|-------------|--------|--|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | | | | | | |
| SBC | Press releases issued in month (total across whole council) | 2011-12 | 16 | 17 | 23 | 25 | 16 | 21 | 16 | | | | | | 134 | - | | | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 26 | 38 | 21 | 36 | 121 | .. | .. | | | |
| SBC | Press enquiries received in month (total across whole council) | 2011-12 | 55 | 56 | 64 | 65 | 56 | 60 | 49 | | | | | | 405 | - | | | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 36 | 83 | 82 | 63 | 264 | .. | .. | | | |
| SBC | Press coverage monitoring: number of items and percentage rated as 'positive' or 'very positive' (total across whole council) | 2011-12 | 170 63.5% | 159 58.5% | 162 51.2% | 179 59.8% | .. | 113 54.0% | 131 64.1% | | | | | | .. | High & increasing | Higher % | ✓ | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 180 63.3% | 215 59.1% | 206 71.4% | .. | .. | | | | | |
| SBC | Social media: unique visitors to SBC website | 2011-12 | 66,648 | 74,805 | 70,142 | 69,115 | .. | 73,464 | 95,269 | | | | | | 449,443 | High & increasing | | ✓ | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 100,966 | 81,852 | 76,559 | .. | .. | | | | | |
| SBC | Social media: online financial transactions conducted | 2011-12 | 1,569 | 1,802 | 1,588 | 1,625 | .. | 1,675 | 1,894 | | | | | | 10,153 | High & increasing | | ✓ | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 1,031 | 622 | 1,068 | .. | .. | | | | | |
| SBC | Social media: Followers on Twitter | 2011-12 | 219 | 254 | .. | 299 | .. | 547 | 587 | | | | | | 193 | High & increasing | | ✓ | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | 164 | 174 | 193 | .. | .. | | | | | |
| SBC | Number of Freedom of Information requests made (total across whole council) | 2011-12 | 70 | 83 | 73 | 59 | 79 | 65 | 71 | | | | | | 500 | reducing | | | | |
| | (2010-11) | | 46 | 41 | 63 | 77 | 70 | 76 | 46 | 72 | 75 | 85 | 93 | 72 | 816 | | | | | |
| C&TS | Number of Housing Benefit Claimants | 2011-12 | 11,250 | 11,280 | 11,450 | 11,510 | tbc | tbc | tbc | | | | | | | | | | | |
| | (2010-11) | | 10,960 | 11,040 | 11,110 | 11,150 | 11,180 | 11,210 | 11,210 | 11,230 | 11,280 | 11,280 | 11,340 | 11,320 | 11,320 | ? | | | | |
| C&TS | Number of Council Tax Benefit Claimants | 2011-12 | 11,460 | 11,530 | 11,670 | 11,760 | tbc | tbc | tbc | | | | | | | | | | | |
| | (2010-11) | | 11,320 | 11,470 | 11,570 | 11,610 | 11,650 | 11,680 | 11,620 | 11,660 | 11,610 | 11,600 | 11,620 | 11,610 | 11,610 | ? | | | | |
| ECS | Number of contacts to children's social care per month | 2011-12 | 740 | 644 | 702 | 764 | 655 | 604 | 852 | | | | | | | - | | | | |
| | (2010-11) | | 444 | 555 | 591 | 774 | 546 | 576 | 563 | 529 | 619 | 604 | 618 | 809 | 7,228 | | | | | |
| ECS | Number of referrals to children's social care per month | 2011-12 | 192 | 183 | 193 | 137 | 114 | 126 | 147 | | | | | | | reducing | | ✓ | × | |
| | (2010-11) | | 127 | 153 | 210 | 169 | 116 | 153 | 136 | 130 | 172 | 185 | 183 | 166 | 1,900 | | | | | |
| ECS | Number of children looked after by the council at month end | 2011-12 | 164 | 176 | 175 | 177 | 184 | 186 | 185 | | | | | | | reducing | Lower | × | ✓ | |
| | (2010-11) | | 179 | 176 | 179 | 176 | 170 | 168 | 169 | 172 | 168 | 170 | 165 | 168 | | | | | | |
| ECS | Number of children subject to Child Protection Plans at month end | 2011-12 | 144 | 162 | 169 | 186 | 202 | 192 | 198 | | | | | | | reducing | Lower | × | × | |
| | (2010-11) | | 111 | 108 | 105 | 77 | 80 | 85 | 87 | 102 | 115 | 132 | 140 | 142 | 142 | | | | | |
| CWB | Maintain the number of problematic drug users in effective treatment at 7% above 2007/08 baseline. | 2011-12 | tbc | tbc | tbc | tbc | tbc | tbc | tbc | | | | | | | | | | | |
| | (2010-11) | | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | | | | | |
| CWB | Number of Adult safeguarding referrals leading to a strategy meeting per month | 2011-12 | 11 | 16 | 22 | 23 | 16 | 19 | 14 | | | | | | 121 | | | | | |
| | (2010-11) | | 8 | 11 | 9 | 17 | 16 | 21 | 10 | 13 | 10 | 14 | 11 | 15 | 155 | | | | | |

Slough Borough Council Balanced Scorecard

October 2011

Council wide

| Key Quality Measures | | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Annual total / cumulative total or outturn | Good is: | Target | Direction | Comparative | Target | |
|----------------------|--|----------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----|-----------|-----|-----|--|------------|--------------------|-----------|-------------|--------|---|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | | | | | | |
| SBC | Number of complaints received (across the entire council) | 2011-12 (2010-11) | 45 109 | 54 100 | 77 92 | 52 85 | 100 60 | 59 67 | tbc 59 | | | | | | 387 796 | | | | | |
| ECS | NI 59: % of completed Initial Assessments in the year-to-date completed within timescales (figures in brackets are % of IAs completed AND authorised in 10 working days) | 2011-12 (2010-11) | 70.5% (27.7%) 76% | 69.5% (27.5%) 76% | 67.2% (27.8%) 77% | 66.3% (29.2%) 77% | 65.5% (30.0%) 77% | 65.1% (32.0%) 76% | 66.6% (38.0%) 75% | | | | | | | High & increasing | >=80% | x | x | x |
| ECS | NI 60: % of Core Assessments completed within timescales (figures in brackets are % of CAs completed AND authorised in 35 working days) | 2011-12 (2010-11) | 65.6% (24.1%) 85.1% | 63.4% (24.0%) 85.2% | 57.7% (25.1%) 86.1% | 54.6% (28.4%) 87.1% | 51.3% (30.6%) 87.1% | 48.1% (31.0%) 85.2% | 46.9% (33.7%) 84.7% | | | | | | 67.0% | High & increasing | >=80% | x | x | x |
| ECS | NI 65: % of children becoming the subject of Child Protection Plan for 2nd or subsequent time | 2011-12 (2010-11) | 19.2% 14.5% | 17.0% 14.2% | 17.9% 13.7% | 15.1% 12.6% | 13.1% 14.3% | 11.7% 16.8% | 11.3% 20.8% | | | | | | 18.5% | between 10-15% | 10-15% | x | x | x |
| ECS | NI 105: statements of Special Educational Needs ('SEN') issued within 26 weeks | 2011-12 (2010-11) | 100% (5) 100% | 100% (9) 90% | 100% (11) 75% | 100% (9) 100% | 100% (11) 80% | 100% (13) 100% | 100% (9) 100% | | | | | | 92% | High & increasing | 100% | x | x | x |
| ECS | Number of Children's social care casefiles audited each month (internal audit programme from October 2011) | 2011-12 (2010-11) | | | | | | | 16 .. | | | | | | | | >20 | | | |
| ECS | Number of primary schools in special measures or with notice to improve | 2011-12 (2010-11) | 6 5 | 6 5 | 5 5 | 4 5 | 4 5 | 4 5 | 4 5 | | | | | | 6 | Low (ideally zero) | 0 | x | x | x |
| CWB | % of Adult safeguarding strategy meetings taking place within 5 days of referral per month | 2011-12 (2010-11) | 100.0% 87.5% | 68.8% 72.7% | 72.7% 66.7% | 87.0% 82.4% | 81.3% 81.3% | 57.9% 52.4% | 71.4% 90.0% | | | | | | 74.2% | HIGH HIGH | 80% | x | x | x |
| CWB | % of people subject to adult safeguarding strategy meetings who report they felt safe after the intervention | 2011-12 (2010-11) | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | | | | | | .. | High & increasing | tbc | | | |
| CWB | Increase the % of successful treatment outcomes for problematic drug users | 2011-12 (2010-11) | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | | | | | | .. | High & increasing | | | | |

Key inspection results

| Inspectorate | Section covered | Date | Results | |
|--------------|-------------------------|---|---------|---|
| ECS | Ofsted | Romsey Close Children's Centre | Sep-11 | Overall effectiveness: Good. Capacity for improvement: Good. |
| | Care Quality Commission | SBC Domiciliary Care | Aug-11 | COQ Review of Compliance: service is "meeting all the essential standards of quality and safety" |
| CWB | Care Quality Commission | Respond Adult Respite Service | Jul-11 | COQ Review of Compliance: service is "meeting all the essential standards of quality and safety" |
| | | Lavender Court Care Home | | COQ Review of Compliance: service is "meeting all the essential standards of quality and safety" |
| ECS | Ofsted | Chalvey Children's Centre | May-11 | Overall effectiveness: Good. Capacity for improvement: Good. |
| ECS | Ofsted | Children's safeguarding & LAC services | Apr-11 | Safeguarding: Inadequate LAC services: Adequate |
| ECS | HMI Probation | Youth Offending Team ('YOT') | Feb-11 | Safeguarding: 62% Moderate improvement required. Risk of harm: 54% Substantial improvement required. Likelihood of reoffending: 61% Moderate improvement required. |
| | Food Standards Agency | Audit of LA Inland Imported Food Control Arrangements | Nov-10 | No simplistic judgement made, but a number of strengths identified. See full report at: http://www.food.gov.uk/multimedia/pdfs/enforcement/sloughaudit2010.pdf |
| CWB | Ofsted | Lifelong Learning | Nov-10 | Overall effectiveness: Good. Capacity to improve: Good. |
| C&TS | Audit Commission | Benefits service | Nov-09 | 'Poor' service with 'Promising' prospects: Zero star |

Slough Borough Council Balanced Scorecard

October 2011

Council wide

| Key Outcome Measures | | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter 4 | | | Annual total / cumulative total or outturn | Good ist | Target | Direction | Comparative | Target |
|--|----------------------|----------------|------|-------|-----------|-------|-------|-----------|-----|-----|-----------|-----|-----|--|-------------------|--------|-----------|-------------|--------|
| | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | | | | | | |
| Crime rates per 1,000 population: All crime | 2011-12 (2010-11) | 28.15 32.87 | | | tbc | | | | | | | | | | Low & decreasing | | ✓ | ✗ | |
| Crime rates per 1,000 population: Violence against the person | 2011-12 (2010-11) | 5.79 8.04 | | | tbc | | | | | | | | | | Low & decreasing | | ✓ | ✗ | |
| Crime rates per 1,000 population: Serious sexual offences | 2011-12 (2010-11) | 0.23 0.39 | | | tbc | | | | | | | | | | Low & decreasing | | ✓ | ✗ | |
| Crime rates per 1,000 population: Serious acquisitive crime | 2011-12 (2010-11) | 5.97 7.3 | | | tbc | | | | | | | | | | Low & decreasing | | ✓ | ✗ | |
| Public perceptions of Antisocial behaviour (survey) | 2011-12 (2010-11) | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | tbc | | | | | |
| Unemployment: JSA Claimants as a % of resident population of area aged 16-64 (source: NOMIS) | 2011-12 (2010-11) | 3.8% | 3.8% | 3.6% | 3.7% | 3.8% | 3.9% | tbc | | | | | | | Low & decreasing | | ✗ | ✗ | |
| JSA Claimants per unfilled jobcentre vacancy (source: NOMIS) | 2011-12 (2010-11) | 6.9 | 8.4 | 4.9 | 5.0 | 4.0 | 4.9 | tbc | | | | | | | LOW | | ✗ | ✗ | |
| PAF C23: % of CLA adopted from care or granted a special guardianship order | 2011-12 (2010-11) | 8.0% | 8.5% | 11.0% | 11.6% | 12.2% | 13.9% | 17.7% | | | | | | | HIGH and >8% | >8% | ✓ | ✓ | ✓ |
| NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2 | 2010-11 (2009-10) | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 72% | High & increasing | 75% | ✓ | ✗ | ✗ |
| NI 72: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy | 2010-11 (2009-10) | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 62.0% | High & increasing | 49.5% | ✓ | ✓ | ✓ |
| NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest | 2010-11 (2009-10) | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | .. | 29.7% | Low & decreasing | 33.6% | ✓ | ✓ | ✓ |

Summary Variance Analysis

| Directorate: | Community and Wellbeing | Period 7 | October 2011 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------------------------|---|-----------------|--|-------------------|-----------------|------------------|-------------------|------------------|-----------------------------|-----------------|-------------------|-----|-----|-----------------------------|-----|-----------------|-------|-------|--------------------------|-------|------------------|-------|-----|---------------------------------|-------|-------------------------|------|-----|-------------------------|-------|------------|-----|-----|-----------------------|--------------|--------------------|-----------|----------|--------------|---------------|---------------|--------------|--------------|
| Divisional Summary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area | Variance £'000 | Explanation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Services and Adult Social Care | 48 | <p>This month: +£48k – Movement of -£101k this month due to the new savings on the Social Care IT budget and additional income on the External Home Care service. Overall the remaining overspend is due to a combination of savings that have not been achieved as planned namely: Meal on Wheels; Gurney House & the residential re-commissioning programmes. These have been partly offset by various one off in year savings.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Safeguarding and Governance</td> <td>216</td> <td>208</td> <td>-8</td> <td>-9</td> </tr> <tr> <td>ASC Mgmt & Business Support</td> <td>613</td> <td>547</td> <td>-66</td> <td>-64</td> </tr> <tr> <td>Access & Long Term I & S</td> <td>2,423</td> <td>2,248</td> <td>-175</td> <td>39</td> </tr> <tr> <td>Re-ablement & Directly Provided</td> <td>4,496</td> <td>4,424</td> <td>-72</td> <td>-4</td> </tr> <tr> <td>Mental Health</td> <td>3,797</td> <td>3,885</td> <td>89</td> <td>41</td> </tr> <tr> <td>Commissioning Budgets</td> <td>15,689</td> <td>15,969</td> <td>280</td> <td>-104</td> </tr> <tr> <td>Total</td> <td>27,233</td> <td>27,281</td> <td>48</td> <td>-101</td> </tr> </tbody> </table> <p>Previous Variance: +£149k – Budget pressures due to Meals on Wheels, Residential & Gurney House savings not realised but offset by significant income gains and averting planned Learning Disability residential placement.</p> | | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Safeguarding and Governance | 216 | 208 | -8 | -9 | ASC Mgmt & Business Support | 613 | 547 | -66 | -64 | Access & Long Term I & S | 2,423 | 2,248 | -175 | 39 | Re-ablement & Directly Provided | 4,496 | 4,424 | -72 | -4 | Mental Health | 3,797 | 3,885 | 89 | 41 | Commissioning Budgets | 15,689 | 15,969 | 280 | -104 | Total | 27,233 | 27,281 | 48 | -101 |
| | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Safeguarding and Governance | 216 | 208 | -8 | -9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | ASC Mgmt & Business Support | 613 | 547 | -66 | -64 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Access & Long Term I & S | 2,423 | 2,248 | -175 | 39 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Re-ablement & Directly Provided | 4,496 | 4,424 | -72 | -4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Mental Health | 3,797 | 3,885 | 89 | 41 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Commissioning Budgets | 15,689 | 15,969 | 280 | -104 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Total | 27,233 | 27,281 | 48 | -101 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Culture & Skills | -176 | <p>This month: -£176k – New savings of -£16k due to additional savings within community services due to further efficiencies on running costs.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Lifelong Learning</td> <td>441</td> <td>438</td> <td>-3</td> <td>-9</td> </tr> <tr> <td>Library Service</td> <td>2,180</td> <td>2,185</td> <td>4</td> <td>0</td> </tr> <tr> <td>Culture & Sports</td> <td>1,083</td> <td>991</td> <td>-92</td> <td>11</td> </tr> <tr> <td>Employment & Enterprise</td> <td>247</td> <td>257</td> <td>10</td> <td>0</td> </tr> <tr> <td>Management</td> <td>195</td> <td>195</td> <td>0</td> <td>0</td> </tr> <tr> <td>Community Services</td> <td>280</td> <td>185</td> <td>-95</td> <td>-18</td> </tr> <tr> <td>Total</td> <td>4,427</td> <td>4,251</td> <td>-176</td> <td>-16</td> </tr> </tbody> </table> <p>Previous Variance: -£160k – Savings due to unneeded rolled over budget for Free Swimming plus savings in the Community Services.</p> | | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Lifelong Learning | 441 | 438 | -3 | -9 | Library Service | 2,180 | 2,185 | 4 | 0 | Culture & Sports | 1,083 | 991 | -92 | 11 | Employment & Enterprise | 247 | 257 | 10 | 0 | Management | 195 | 195 | 0 | 0 | Community Services | 280 | 185 | -95 | -18 | Total | 4,427 | 4,251 |
| Service Area | Budget £'000 | | | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lifelong Learning | 441 | | | 438 | -3 | -9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Library Service | 2,180 | | | 2,185 | 4 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Culture & Sports | 1,083 | | | 991 | -92 | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employment & Enterprise | 247 | | | 257 | 10 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management | 195 | | | 195 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Services | 280 | | | 185 | -95 | -18 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 4,427 | 4,251 | -176 | -16 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Personalisation, Commissioning & Partnerships | +33 | <p>This month: +£33k – No change this month, however there could be some further slippage on the planned expenditure for the Transformation Grant.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Voluntary Organisations</td> <td>582</td> <td>522</td> <td>-61</td> <td>0</td> </tr> <tr> <td>Contracts & Procurement</td> <td>224</td> <td>164</td> <td>-60</td> <td>0</td> </tr> <tr> <td>Supporting People</td> <td>3,391</td> <td>3,650</td> <td>259</td> <td>0</td> </tr> <tr> <td>Transformation Grant</td> <td>487</td> <td>382</td> <td>-105</td> <td>0</td> </tr> <tr> <td>Strategic Commissioning</td> <td>332</td> <td>332</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total</td> <td>5,016</td> <td>5,050</td> <td>33</td> <td>0</td> </tr> </tbody> </table> <p>Previous Variance: +£33k – budget pressure due to significant slippage on the planned savings for on Supporting People, this is partly offset by uncommitted funds in the Transformation Grant programme, savings on the Voluntary Organisations and Contracts & Procurement budgets.</p> | | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Voluntary Organisations | 582 | 522 | -61 | 0 | Contracts & Procurement | 224 | 164 | -60 | 0 | Supporting People | 3,391 | 3,650 | 259 | 0 | Transformation Grant | 487 | 382 | -105 | 0 | Strategic Commissioning | 332 | 332 | 0 | 0 | Total | 5,016 | 5,050 | 33 | 0 | | | | | |
| | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Voluntary Organisations | 582 | 522 | -61 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Contracts & Procurement | 224 | 164 | -60 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Supporting People | 3,391 | 3,650 | 259 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Transformation Grant | 487 | 382 | -105 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Strategic Commissioning | 332 | 332 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 5,016 | 5,050 | 33 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Public Protection | 13 | <p>This month: £13k – Movement – +£8k – There has been a new net pressure of £8k. This results from the reduction in SP Grant for the Careline Service causing</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix B

| | | <p>a pressure of £40k this is offset by various savings elsewhere totalling approximately £32k resulting in the net pressure of £8k.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr> <td>Management</td> <td style="text-align: right;">118</td> <td style="text-align: right;">5</td> <td style="text-align: right;">10</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Drugs & Community Safety</td> <td style="text-align: right;">1,479</td> <td style="text-align: right;">1,499</td> <td style="text-align: right;">20</td> <td style="text-align: right;">11</td> </tr> <tr> <td>Neighbourhood Enforcement</td> <td style="text-align: right;">1,091</td> <td style="text-align: right;">1,070</td> <td style="text-align: right;">-21</td> <td style="text-align: right;">2</td> </tr> <tr> <td>Food Safety & Business Support</td> <td style="text-align: right;">329</td> <td style="text-align: right;">333</td> <td style="text-align: right;">4</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Licensing</td> <td style="text-align: right;">-157</td> <td style="text-align: right;">-157</td> <td style="text-align: right;">0</td> <td style="text-align: right;">-5</td> </tr> <tr> <td>Trading Standards</td> <td style="text-align: right;">354</td> <td style="text-align: right;">355</td> <td style="text-align: right;">1</td> <td style="text-align: right;">0</td> </tr> <tr style="background-color: #cccccc;"> <td>Total</td> <td style="text-align: right;">3,214</td> <td style="text-align: right;">3,227</td> <td style="text-align: right;">13</td> <td style="text-align: right;">8</td> </tr> </tbody> </table> <p>Previous Variance: £5k</p> | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Management | 118 | 5 | 10 | 0 | Drugs & Community Safety | 1,479 | 1,499 | 20 | 11 | Neighbourhood Enforcement | 1,091 | 1,070 | -21 | 2 | Food Safety & Business Support | 329 | 333 | 4 | 0 | Licensing | -157 | -157 | 0 | -5 | Trading Standards | 354 | 355 | 1 | 0 | Total | 3,214 | 3,227 | 13 | 8 |
|--------------------------------|-----------------|--|-------------------|-----------------|------------------|-------------------|-----------------|---------------------------|------------|------------|------------|------------|--------------------------|-------|-------|----|----|---------------------------|-------|-------|-----|---|--------------------------------|-----|-----|---|---|-----------|------|------|---|----|-------------------|-----|-----|---|---|--------------|--------------|--------------|-----------|----------|
| Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management | 118 | 5 | 10 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Drugs & Community Safety | 1,479 | 1,499 | 20 | 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neighbourhood Enforcement | 1,091 | 1,070 | -21 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Food Safety & Business Support | 329 | 333 | 4 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Licensing | -157 | -157 | 0 | -5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Trading Standards | 354 | 355 | 1 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 3,214 | 3,227 | 13 | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procurement | -50 | <p>This month: -£50k – Movement – £41k – Budget added from 2010/11 carry forward which was earmarked for recruitment to aid specific initiative is now no longer needed.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr style="background-color: #cccccc;"> <td>Procurement</td> <td style="text-align: right;">259</td> <td style="text-align: right;">209</td> <td style="text-align: right;">-50</td> <td style="text-align: right;">-41</td> </tr> </tbody> </table> <p>Previous Variance: -£9k – Savings arising from the delay in new staff joining this team is expected to result in a small saving.</p> | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Procurement | 259 | 209 | -50 | -41 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Procurement | 259 | 209 | -50 | -41 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Central Management | 0 | <p>This month: -On Target. Movement - No changes, this month.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: right;">Budget £'000</th> <th style="text-align: right;">Outturn £'000</th> <th style="text-align: right;">Variance £'000</th> <th style="text-align: right;">Change £'000</th> </tr> </thead> <tbody> <tr style="background-color: #cccccc;"> <td>Central Management</td> <td style="text-align: right;">935</td> <td style="text-align: right;">935</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> </tbody> </table> <p>Previous Variance: - On Target</p> | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | Central Management | 935 | 935 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Central Management | 935 | 935 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | -132 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Directorate: | | Education and Children's Services | Period - 7 | October 2011 |
|--------------------------------------|-----------------|---|------------|--------------|
| Change in Variance this month | | | | |
| Service Area | Change £'000 | Explanation | | |
| | 0 | Variance reported last month | | |
| Children and Families | 0 | <p><u>New this Month:</u> The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the LAC cohort as at the end of October and projected end dates at that point in time. No forecast is included for any changes between the end of October and 31 March.</p> <p>Children Looked After (CLA): The projected overspend as at the end of October is the same as the projection at the end of September. There have been additional pressures (£110k) on looked after placement budgets during October as the trend for increasing expenditure on external fostering placements continues (£94k). In addition, minor adverse variances on other looked after children placements (£16k) have arisen. These pressures have been offset by a reduction in the projected cost of secure placements (-£110k).</p> <p><u>Previously Reported:</u></p> <p>Commissioning and Social Work: Additional costs of an interim Assistant Director (£70k), staff training (£75k), increased IRO cover (£45k), the cost of the interim Corporate Parenting Manager (£23k), the Local Safeguarding Board Audit Peer Review (£25k), the cost of the chair and safeguarding advisor for the peer review (£25k), the cost of a Performance Improvement and Quality Control Officer (£31k) and other staffing costs arising from the recent Ofsted Inspection (£12.5k) are funded from a Corporate Contingency of £306k in respect of the Safeguarding Improvement Plan. A pressure of £25k has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.</p> <p>Children Looked After: The previously reported projection for children looked after included all known placements at the end of September based on planned end dates at that point in time. No forecast was included for any changes between the end of September and 31 March. Changes in the projection and explanations will be reported on a monthly basis until Directorate and finance officers are confident that robust forecasts can be made. Detailed work on the Family Placement Service Gold Project (sustainable looked after children) approved by Members during October has now started.</p> <p><u>External fostering placements</u> – projected overspend due to rising numbers of children and weeks of care being provided. <u>Internal Fostering placements</u> - all available internal foster places (55) are occupied so an underspend is projected on this budget. <u>External Residential placements</u> – projected overspend due to rising number and complexity of placements. <u>Secure Accommodation</u> - there is no budget provision as there has been little or no activity in recent years. However since 1 April there have been 5 short to medium term placements; 4 remand clients and 1 welfare client. <u>Pathways</u> A small overspend on the cost of personal need has been identified.</p> <p>Family Support Services <u>Residence orders</u> Additional costs have been identified within Section 17 and FAST, mainly</p> | | |

Appendix B

| | | |
|---|----------|---|
| | | <p>due to clients moving from internal fostering to Special Guardianship, partially offset by a small saving on fees within Family Group conferencing/Family Placement service.</p> <p>Other Children and Family Services: Fewer children than anticipated are being placed with prospective adopters. The financial impact in 2011-12 is two-fold (i) adoption allowances are projected to underspend and (ii) children remain in more expensive foster placements contributing to the external foster placement projected overspend.</p> <p>Changes in any type of CLA placement can and does have an impact throughout the system. In financial terms, this ripple effect is reflected in the spending pressures and explanations of changes in variances.</p> |
| Youth | 0 | <p>Previously Reported YOT: A £34k pressure has been identified within the Youth Offending Team accommodation budget in respect of anticipated cost of new service charge.</p> |
| Inclusion | 0 | <p>Previously Reported: Children with Disabilities: Recent developments suggest that there is now a strong likelihood of pressures on the Children with Disabilities budget during 2011-12 related to costly additional external placements which are becoming unavoidable. One external placement has now been made through the courts and another placement is proceeding related to safeguarding. The budget is being closely monitored.</p> |
| Raising Achievement | 0 | <p>Previously Reported: A saving of £32k has been identified within the salary budget due to the deletion of a post. Revaluation of the transport requirement for the new term has identified a saving of £30k within Home to School Transport.</p> |
| Strategic Management, Information and Resources | 0 | <p>Previously Reported: In order to mitigate the impact of the additional pressures in the Children Looked After placement budgets, the staffing contingency budget (£120k) has been released. The release of this contingency at this point in the financial year could impact on the ability of the directorate to respond to any future pressures. In addition following continued close scrutiny of opportunities within all budgets in the Directorate, additional savings (£220k) have been identified within Directorate Support Costs. One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£232k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget. A delayed recruitment to School Planning Officer post which became vacant in July saves £6k. Additional rental income received from Langley academy site controllers house totals £8k and there will be a £3k under spend on the repairs budget. Scaling back on targeted services in order to support reactive pressures around the placement of Looked After Children saves £58k.</p> <p>Information, Performance and Review: The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £34k. Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.</p> |
| | 0 | Total Variance |

| Directorate: | Customer and Transactional Services | Period - 7 | October 2011 |
|---|-------------------------------------|---|--------------|
| Main Variances | | | |
| Service Area | Change £'000 | Explanation | |
| | 151 | Variance reported last month | |
| Information Technology | 0 | No change | |
| Customer Service Centre | 26 | Income from E-government Project budgeted for in error. | |
| Total ICT and Information Technology | 0 | No change | |
| Benefits, Council Tax and NNDR | 0 | No change | |
| Transactional Finance | 0 | No change | |
| Transactional HR and Payroll | 0 | No change | |
| Logistics Team | 0 | No change | |
| Strategic Management | 0 | No change | |
| | 177 | Total Variance | |

| Directorate: | Resources and Regeneration | Period - 6 | September 2011 |
|------------------------|----------------------------|---|----------------|
| Main Variances | | | |
| Service Area | Change £'000 | Explanation | |
| | (359) | Variance reported last month | |
| Management unit | 0 | | |
| Finance & Audit | 0 | | |
| Professional Services | (50) | Training cost reduction | |
| Transport and Planning | 0 | | |
| Strategic Housing | 0 | | |
| Environment Services | 37 | Weighbridge / Crematorium income forecast adjustments | |
| Property Services | 0 | | |
| | (372) | Total Variance | |

Appendix B

| Directorate: | Resources & Regeneration – Housing Revenue Account | Period - 07 | October 2011 |
|---|--|---|--------------|
| Main Variances | | | |
| | Variance £'000 | Explanation | |
| Income | 96 | Minor adjustments added £5k to the forecast income | |
| Repairs & Maintenance | (227) | Examination of the Interserve contract continued in the period. Actual cost data is being reworked in line with Budget requirements to assist the planned cost reduction programme. | |
| Supervision & Management | (61) | Budget in line with the revised structure now fully operational | |
| Pension Cost Adjustment | 76 | FRS 17 adjustment from the final ALMO accounts | |
| Special Services | (58) | £13k of employee cost savings have been identified in the period mainly in the supported housing function which is to be restructured in 2012/13. | |
| Housing Subsidy | 10 | Final interest rates in 2010/11 reduced subsidy on borrowing costs for that year. | |
| Increase/Decrease in Provision for Doubtful Debts | 80 | No change from last period, however additional actions have been introduced with the aim of improving collection rates before the end of the financial year. | |
| Capital Charges | 0 | Due to continued internal borrowing these costs maybe lower for the year which would also result in lower subsidy. | |
| Revenue contribution to the Capital programme | 0 | The capital programme is currently being reviewed and slippage has been identified. However the Decent homes project may need additional contingency and the forecast remains the same until this exercise is complete. | |
| Total | (84) | Total Variance | |

TABLE 1 – Analysis of Variance by Division of Service

| Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Previous £'000 | Change £'000 |
|---|-----------------|------------------|-------------------|-------------------|-----------------|
| A Income | (32,219) | (32,123) | 96 | 101 | (5) |
| B Repairs & Maintenance | 8,135 | 7,908 | (227) | (227) | 0 |
| C Supervision & Management | 6,140 | 6,155 | 15 | 15 | 0 |
| D Special Services | 1,822 | 1,764 | (58) | (45) | (13) |
| E Housing Subsidy | 7,469 | 7,479 | 10 | 10 | 0 |
| F Depreciation & Impairment of Fixed Assets | 5,020 | 5,020 | 0 | 0 | 0 |
| G Increase/Decrease in Provision for Doubtful Debts | 100 | 180 | 80 | 80 | 0 |
| H Capital Charges | 1,866 | 1,866 | 0 | 0 | 0 |
| I Revenue contribution to the Capital programme | 1,580 | 1,580 | 0 | 0 | 0 |
| Total | (87) | (171) | (84) | (66) | (18) |

TABLE 2 – Variance Trend by Division of Service

| Service Area | 2011-12 | | | | | | | | | | | |
|--------------|---------|-----------|-----------|-------------|-----------|-------------|-------------|----------|----------|----------|----------|----------|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| A | N/A | 37 | 37 | 12 | 99 | 101 | 96 | | | | | |
| B | N/A | | | (85) | (85) | (227) | (227) | | | | | |
| C | N/A | | | (50) | 26 | 15 | 15 | | | | | |
| D | N/A | | | | (50) | (45) | (58) | | | | | |
| E | N/A | | | | | 10 | 10 | | | | | |
| F | N/A | | | | | | | | | | | |
| G | N/A | 50 | 50 | 80 | 80 | 80 | 80 | | | | | |
| H | N/A | | | | | | | | | | | |
| I | N/A | | | | | | | | | | | |
| Total | | 87 | 87 | (43) | 70 | (66) | (84) | 0 | 0 | 0 | 0 | 0 |

TABLE 3 - Change in Variance this month

| Service Area | Change £'000 | Explanation |
|---|-----------------|--|
| | (66) | Variance reported last month |
| Income | (5) | Britwell properties decant due to the planned Regeneration project |
| Repairs & Maintenance | 0 | |
| Supervision & Management | 0 | |
| Special Services | (13) | employee costs |
| Housing Subsidy | 0 | |
| Depreciation & Impairment of Fixed Assets | 0 | |
| Increase/Decrease in Provision for Doubtful Debts | 0 | |
| Capital Charges | 0 | |
| Revenue contribution to the Capital programme | 0 | |
| | (84) | Total Variance |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 6th December, 2011

CONTACT OFFICER: Kevin Gordon, Assistant Director, Professional Services
(For all enquiries) (01753) 875213

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

UPDATE ON TEMPORARY WORKERS

1 Purpose of Report

- 1.1 This paper follows a previous report to Overview and Scrutiny in September 2011 which explained how the introduction of a central monitoring system was helping to manage the use of temporary staff across the council.
- 1.2 This report provides members with details of numbers, costs and length of tenure of temporary staff by directorate.
- 1.3 The September paper explained how decisions to use agency staff are made within strict financial and approval controls, which includes business justification for decisions made. This report contains a narrative from each directorate area summarising the rationale and decision making processes that underpin the current use of temporary staff.
- 1.4 Cabinet recently approved a further restriction on agency/temporary staff as part of the savings drive for the medium term financial strategy. The decision challenges the use of agency staff on a full time basis requiring a full business case to support any appointments over 30 hours per week.

2 Recommendation(s)/Proposed Action

- 2.1 That Overview & Scrutiny committee are requested to note the reduction in the use of Temporary staff since the instigation of a central monitoring system.
- 2.2 That Overview & Scrutiny committee note the tight financial and approval framework that supports the decision making on use of temporary workers.
- 2.3 The Overview & Scrutiny committee note the further commitment to reduce costs of temporary staff by restricting the utilisation of full time hours.
- 2.4 That Overview and Scrutiny note the business rationale provided by each council directorate that sits behind decision to deploy interims, contractor and temporary staff and how this supports the council to meet its overall objectives.

3 Community Strategy Priorities

- 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

3.1 A flexible and responsiveness workforce is key in achieving the council's community strategy priorities. In relation to 'Prosperity for All' the council as a large employer in the town provides job opportunities to local residents. In addition to permanent opportunities, many residents take advantage of the flexible opportunities afforded by agency and temporary contracts. As part of the arrangements to ensure good access to employment opportunities for slough residents, the council has ensured that the employment agency supplier of staff is based within the Town.

4 **Other Implications**

(a) Financial

Decisions on how budgets for staffing are spent are delegated to cost centre managers throughout the organisation. As part of the approval framework for temporary staff, managers are required to obtain authorisation from the councils finance team. This authorisation ensures that sufficient funds are available and temporary staff costs are within the normal budget envelope for a particular service area.

(b) Risk Management

The ability to deploy staff resources flexibly to meet service peaks and demands is a key element of the council overall approach to managing risk. Some areas of the council for example Children's Social Care face national recruitment shortages and high risk to children and families if work is not covered by qualified staff. Use of temporary staff is one of the ways in which the council manages risks such as these.

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

None

(e) Workforce

The subject of this report is a workforce matter.

5. **Supporting Information**

Understanding the Graphs and Information

5.1 **Total number of Temporary Staff** – How many temporary staff are used across each directorate . Overall the number of temporary staff used in the council has fallen significantly since central monitoring commenced in July 2011 from a total of **199 - 170 a reduction of 15%**

5.2 **Average costs** – The average day rate across the Directorate i.e $\frac{\text{Total cost}}{\text{Numbers of staff}}$

The council currently has a number of vacancies at Senior Management Level this contributes to increasing the overall average day rate.

- 5.3 **Length of Tenure** - Two graphs are included in the report to show the average time temporary staff are in post alongside the longest assignment recorded. Use of temporary staff should in most cases be for a limited period. Members should expect to see an overall reduction in the length of time agency staff are in place in future reports alongside a reduction in costs as controls are put in place to increase part time utilisation of such resources.

5.4 **Commentary from Individual Directorates**

Chief Executives

- 5.5 One of the three posts within the Chief Executives section is the Independent Chair of the Children's Improvement Board. This appointment, which is directed by the Secretary of State, is for a small number of days over the life of the improvement plan. The remaining posts relate to short term administration cover within the Complaints and FOI team for a one off project and temporary cover for the vacant Scrutiny Officer role, recently filled by a permanent worker.

Customer and Transaction Services

- 5.6 As part of the Thames Valley Service centre project Transactional Services has had a deliberate policy of filling posts that become vacant with temporary staff. This is to support the process of the tender exercise for Transactional Services including TUPE liabilities as a partnership agreement is entered into with an external supplier in April 2012.

Community & Wellbeing

- 5.7 Community & Wellbeing has successfully reduced their reliance on agency staff over the last 3 months, however there still exists an acute recruitment difficulty to particular posts within Adult Social care, these include the specialist roles associated with Approved Mental Health Work, Safeguarding Adults and other statutory Social Work roles where there exists a national shortage of qualified professionals.

Where future government funding intentions beyond March 2012 are unclear, including uncertainty around ongoing funding of areas such Drugs and Alcohol, Family Intervention Project and Community Safety a deliberate policy of filling posts that become vacant with temporary staff has been adopted. This minimizes the Council's exposure to future redundancy costs.

Education and Children's Services

- 5.8 ECS have also recorded a significant reduction in use of temporary staff. A planned recruitment programme for Children's Social Workers is expected to improve the level of vacancies within Children social care which make up nearly 60% of all of the temporary staff in this Directorate.

Sure Start is another area of council activity where uncertainty around future funding and delivery models have increased the usage of temporary staff.

Following the withdrawal of government grants to support raising achievement in schools, the Council has funded a small team of specialist schools advisors to support those schools causing concern.

Resources and Regeneration

- 5.9 Reduction in the use of agency staff have taken place in the Resources and Regeneration Directorate.

A high number of temporary staff within Highways and Transport & Property is partly due to contractors being brought in appropriately to run particular projects and capital schemes which have limited life for example the 'Heart Of Slough'.

A restructure of the Transport & Planning service area will correct the historical anomalies, including a temporary staff member in place for over 200 weeks, this recruitment process has begun and permanent staff will in place for January 2012.

Vacancies in the Housing Resettlement and Supported Housing Team are due to this service being tendered. Use of agency staff is deliberate and planned to reduce the councils TUPE liabilities.

Some temporary resources still exist in the Finance services pending an external recruitment campaign planned for the New Year. The current uncertainty around the government's future plans for Schools finance has meant vacancies have been deliberately left unfilled as a prudent measure and a number of these posts will be transferred to transactional services, and therefore and will remain vacant to reduce future liabilities.

6 Comments of Other Committees

None.

7 Appendices Attached

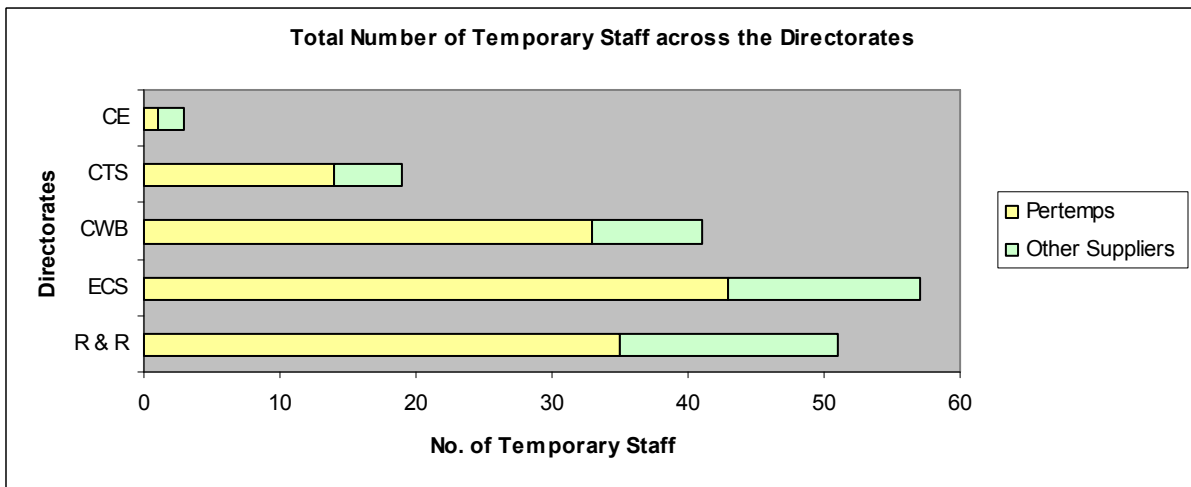
Graphs of Temporary Staff Usage

Appendix 1

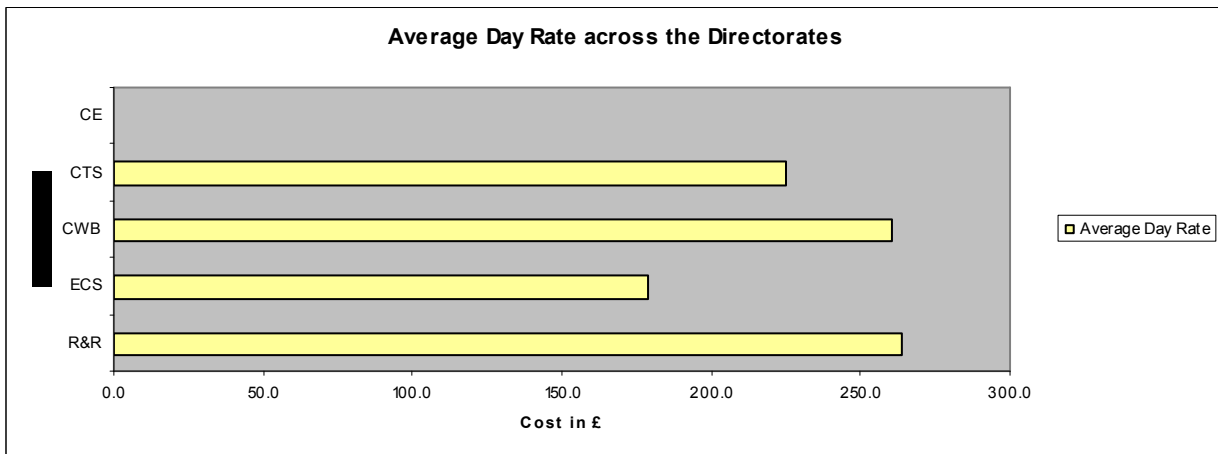
Total number of Temporary Staff

30th November 2011 (Figures in Brackets Indicate Position as at 31st July 2011)

| | R & R | ECS | CWB | CTS | CE | Total across all Directorates |
|-----------------|----------------|----------------|----------------|----------------|--------------|-------------------------------|
| Pertemps | 33 (48) | 42 (53) | 34 (48) | 13 (7) | 1(1) | 123 |
| Other Suppliers | 17 (12) | 14 (12) | 9 (14) | 5 (4) | 2 (0) | 46 |
| Total | 50 (60) | 56 (65) | 43 (62) | 18 (11) | 3 (1) | 170 (199) |



Average costs



Length of Tenure

