

Date of issue: Friday 7<sup>th</sup> February, 2014

<b>MEETING</b>	<b>CABINET</b>	
	<b>Councillor Anderson</b>	<b>Leader of the Council - Finance &amp; Strategy</b>
	<b>Councillor P K Mann</b>	<b>Education &amp; Children</b>
	<b>Councillor Munawar</b>	<b>Social &amp; Economic Inclusion</b>
	<b>Councillor Pantelic</b>	<b>Community &amp; Leisure</b>
	<b>Councillor Parmar</b>	<b>Environment &amp; Open Spaces</b>
	<b>Councillor Sharif</b>	<b>Performance and Accountability</b>
	<b>Councillor Swindlehurst</b>	<b>Neighbourhoods &amp; Renewal</b>
	<b>Councillor Walsh</b>	<b>Health &amp; Wellbeing</b>
<b>DATE AND TIME:</b>	<b>MONDAY, 10TH FEBRUARY, 2014 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>NICHOLAS PONTONE</b> <b>01753 875120</b>	

### SUPPLEMENTARY PAPERS

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

- \* Item 3 is an updated version of the papers circulated with the agenda.
- \* Item 4 was not available for publication with the rest of the agenda.

### PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
3.	Finance & Performance Report: Quarter 3 2013-14	1 - 56	All
4.	Medium Term Financial Strategy 2014-18 – Addendum re Better Care Fund	57 - 60	All

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 10<sup>th</sup> February 2014

**CONTACT OFFICER:** Joseph Holmes, Assistant Director, Finance & Audit  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Cllr. Rob Anderson; Lead Commissioner for Finance & Strategy

**PART I**  
**NON-KEY DECISION**

**FINANCE AND PERFORMANCE REPORT: QUARTER 3 2013-14**

**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 December 2013.

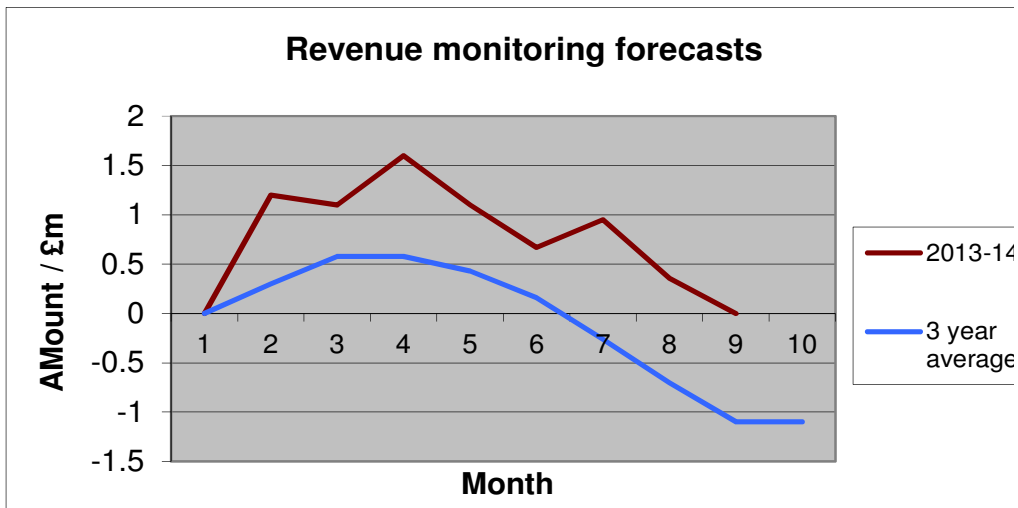
**2 Recommendation(s)/Proposed Action**

2.1 The Cabinet is requested to note and comment on the following aspects of the report:

- (a) To note the latest forecast financial information for the 2013-14 financial year;
- (b) To note the Council's performance against the balance scorecard indicators to date during 2013-14;
- (c) To note the Council's performance on 'Gold' projects during 2013-14; and
- (d) To approve the write-offs detailed within the report.

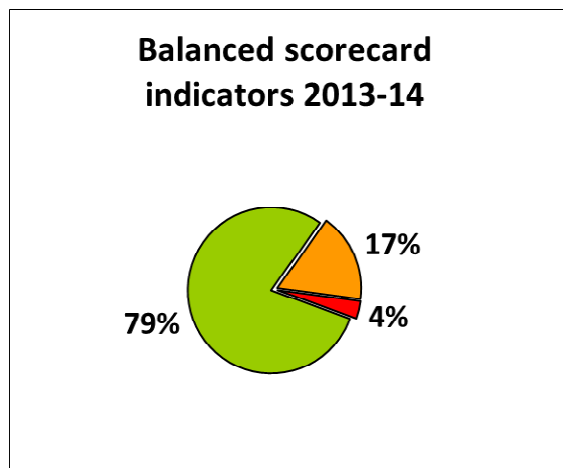
**3 Executive summary**

3.1.1 The Council is forecasting to underspend by £0.003m as at month 9. The move to a small underspend is the net result of an in-year savings initiative conducted over the recent months to bring the council's budget back into balance. This position needs to be maintained as any resulting overspend will have an impact on the Council's General Reserves. This is a much better position compared to month 8 when the Council reported a potential £0.363m overspend. Whilst the directorates are broadly showing a breakeven position at year end there are numerous budget pressures and overspends that are being matched with corresponding saving initiatives and underspends. The corporate items budget is showing a projected overspend of £0.66M for the current year. The existing contingency budget and additional savings highlighted during the year have not been sufficient to cover the additional budget pressures that have occurred. All of these savings and pressures are described in more detail later in the report and shown in Appendix E. The Budget monitoring report for December 2013 is shown in Appendix A. The Revenue Monitoring position during 2013/14 can be shown as follows:



3.1.2 The council has spent 28% of its available 2013/14 Capital Budget in the first nine months of the year. The latest projection for capital expenditure in 2013/14 is £44.4m against a revised budget of £65.6m. This would represent 68% expenditure against the revised budget. A detailed Directorate breakdown of the month 8 capital monitoring can be seen at Appendix B.

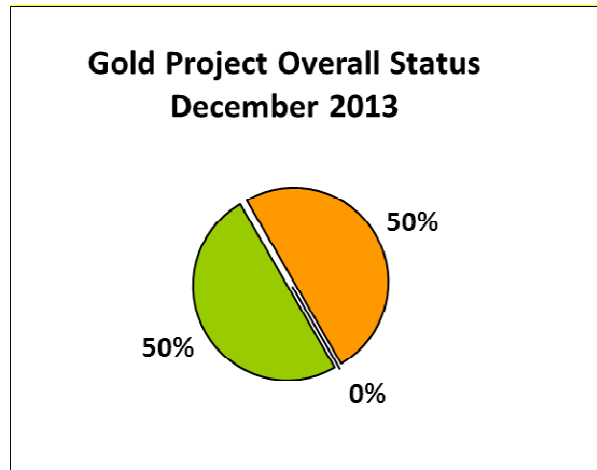
3.1.3 The latest position for the Council’s balanced scorecard demonstrates that at the end of December 2013 the Council’s performance is as below:



3.1.4 Key areas of noteworthy concerns remain:

- Children subject to Child Protection Plans. The number of children requiring this level of protection continues to increase and now stands at a number which exceeds our planned level.

3.1.5 The summary of the Gold projects at December 2013 indicates that the overall status of three of these are Green, with three assessed as Amber.



#### **4. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

##### **4.1 Slough Joint Wellbeing Strategy Priorities**

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

##### **4.2 Corporate Plan 2013/14**

The report helps achieve the Corporate Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

#### **5 Other Implications**

##### **5.1 Financial**

The Financial implications are contained within this report, but in summary, the 2013-14 provisional forecasts would increase the Council's general reserves by £0.003m.

##### **5.2 Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	none
Communications	None	none

Community Safety	None	None
Financial; Detailed in the report and above	As identified	None
Timetable for delivery; A number of capital projects have been re-profiled into the 2013-14 financial year	The capital programme is being closely monitored by the capital strategy group in 2013-14.	None
Project Capacity	None	None
Other	None	None

### 5.2.1 Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications of this paper

### Equalities Impact Assessment

No identified need for the completion of an EIA

## **6 Supporting Information**

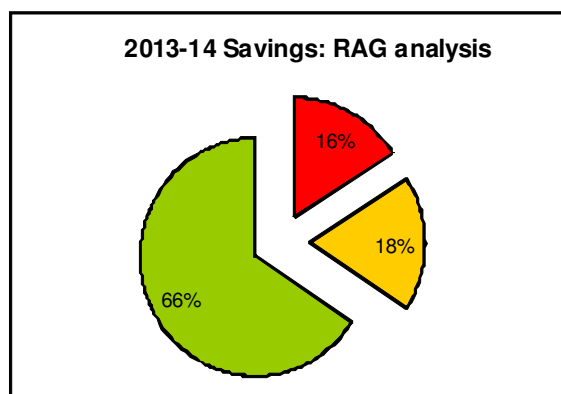
This is the month 9 report to Cabinet for the 2013-14 financial year in respect of the financial and performance position of the Council

## **7 Financial Performance**

### Revenue

- 7.1 The Council is forecasting to underspend by £0.003m as at month 9. Corporate budget items is the only service area showing material net overspends (£0.660M) with Customer and Community services showing a net underspend of £0.530M.
- 7.2 Wellbeing saw increased commitments on the Children & Families social work teams and on the Non Schools budget following the appointment of a new interim Head of Service. The current projected budgeted position is an overspend, behind this is a significant pressure on the Children Looked After (Placement) budgets within Children and Families service. The total overspend within this service is £2.7m, this is offset in part by savings within the Adult Social Care service of £1m and Education (Non Schools) of £1m.
- 7.3 At this point in time, the Customer and Community Services Directorate is forecasting an under spend position of £530k, largely due to the £498k one-off additional in year savings put forward in November, plus the transfer of the Parks and Open Spaces service into CCS with a £32k favourable variance. Within the transactional service area the £250k 2013/14 savings target for phase 2 transactional savings will not be achieved due to the ICT and Customer services areas transferring later in the year than anticipated.
- 7.4 The Regeneration, Housing and Resources Directorate is forecasting an under spend position of £243k, a movement of £335k from that reported last month. This has been due to an accommodation charge to the HRA, a change in the corporate repairs criteria to emergency repairs and maintenance and a reduction in the projected staffing costs for the year.

- 7.5 Corporate Services is showing a projected overspend of £0.66M. This overspend relates to numerous budget issues and they are shown in detail at the bottom of Appendix E
- 7.6 Of the £9.4m of savings for 2013-14, a majority (66%) of these are showing as green, with £1.5m (16%) showing as red. Green and amber categories combined make up 84% of the overall savings targets. The main saving identified as red relates to procurement savings of £473k that have not yet been identified and the Phase 2 transactional services contract. A detailed analysis of the savings can be seen at Appendix F.



## 8 Movements from Reserves

- 8.1 At the May CMT, it was agreed to transfer £228k of one off funding from the Transformation fund to Children's & Families service to assist the Improvement Programme being undertaken within that service. There has been a release of a Specific earmarked reserve to fund restructuring costs of £366k to deliver ongoing savings.

## 9 Write-offs

The write-offs below are requested for approvals. The main item relates to a significant write-off dating back a number of years which was previously assessed as eligible for, and received, mandatory charitable relief but which has now been re-assessed as being ineligible for this relief; due to case law the Council are unable to bill for this period.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Rents	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace		144,388.91	2,373.57	34,263.38			181,025.86
Uneconomical to pursue			203.93	4,905.06			5,108.99
Vulnerable persons		5,175.45	187.14	39,767.47			45,130.06
Tenant no estate / no NOK			6,333.66				6,333.66
Statute Barred	99,908.86		161.30	11,815.13			111,885.29
Bankruptcy		12,281.24					12,281.24
Absconded	365,717.92						365,717.92
Dissolved	260,155.44						260,155.44
Out Of Time	85,536.83	2,636.60					88,173.43
Liquidation	31,425.14						31,425.14
Administration	14,617.62					9.34	14,626.96
Misc.	546,591.07	72,391.80	12,372.83	29,285.16			660,640.86
Credit Balances	(45,869.65)						(45,869.65)
Deceased		2,622.86		37,420.20		450.00	40,493.06
	1,358,083.23	239,496.86	21,632.43	157,456.40		459.34	1,777,128.26

## 10 Virements

Virements over £250k during the third quarter of the current financial year were as follows.

Service Area		Amount £'000	Reason
From	To		
Contingency	All Directorates	380,140	Release of 2013/14 Pay Inflation
Appropriations	Wellbeing	5,970	Release of Wellbeing Grants Reserve
Appropriations	Wellbeing	228,500	Release of Transformation Fund (Cabinet Report 16th Sep 2013)
Contingency	All Directorates	1,661,730	Release of 2013/14 Non-Pay Inflation
Appropriations	All Directorates	527,760	Release of 2012/13 Carry Forwards

## 11 Council Performance

11.1 The latest available validated performance positions have been ascertained. This month, 29 performance indicators have been RAG rated – the majority at **Green** (23; 79%) or **Amber** (5; 17%). Those rated as Green or Amber - taken together - account for 96% of measures. One measure this month (4%) is **Red** rated as being off target by more than 5% in this report.

### 11.2 **Noteworthy Improvements**

The following indicators were reported as **AMBER** in the previous report but have now improved to a **GREEN** target level of performance.

#### 11.2.1 **Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP**

The latest annual data release for 2012-13 year was published in December. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally from the previous year's findings, with the gap between Slough and England narrowing.

In the allied measurement of obesity amongst children in Reception year, the figures reveal a small increase in obesity rate, and a marginal widening of the gap compared to England.

Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

#### 11.2.2 **Speed of Processing of Housing Benefit and Council Tax Benefit claims:**

(a) New Claims; (b) Change of Circumstances

Within December, both components of this indicator achieve the target values: processing new claims (16.26 days) and processing Changes of Circumstances (9.73 days).

The speed of processing measures have both improved steadily month after month, although with one-quarter of the year remaining the cumulative performance for 2013-14 still remains in excess of target (at 21.38 and 11.83 days respectively).

Now that the benchmarking has taken place these targets are being revised as part of the KPI review that should be concluded in the following months.

### 11.3 **Noteworthy Concerns**

The following indicator was rated **RED** this month as being more than 5% adrift of their currently defined target values:



### 11.3.1 Children subject to Child Protection Plans at month end

#### (a) Number

#### (b) Rate per 10,000 local children.

Provisional data shows that December resulted in a small increase in the number of children subject to a child protection plan. Since the end of March the number of children subject to a CP plan has increased by 97 children (an increase of 66%). Our target was originally set with the aim of being within  $\pm 15\%$  of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have just been published, and the service will reflect on these and assess an appropriate target position for Slough.

The Full Corporate Balanced Scorecard is provided as **Appendix C.**

### 11.4 Council's Gold Project Update

11.4.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 31<sup>st</sup> December 2013. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix D.**

11.4.2 Please note that the highlight reports are submitted using the standardised format requested by the Chief Executive. The intention of this format was to ensure that the really pertinent points are drawn to CMT's attention, particularly any recommendations or requests that require CMT action to support project delivery.

### 11.5 Monthly Period Summary

11.5.1 This report covers six Gold Projects in total; highlight reports have been received for all.

11.5.2 The *Transactional Services - Phase 2 (Customer Services and ICT)* project completed on schedule on the 1<sup>st</sup> December 2013, and therefore has been removed from the gold project list.

11.5.3 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of:

- *Fit For the Future*

11.5.4 The Safeguarding Improvement Plan project has been assessed as 'Red' for Issues and Risks.

11.5.5 None of the projects have been assessed as 'Green' for all aspects.

11.5.6 Of the six submitted highlight reports, three have been assessed to have an **overall** status of '**Green**' and three as '**Amber**'. For '*Timeline*' three projects have been evaluated at '**Green**' status and three at '**Amber**'. For '*Budget*' three are assessed as '**Green**' and three at '**Amber**'. For '*Issues and Risks*' one has been evaluated at '**Green**' status, four at '**Amber**' and one at '**Red**'. Details are provided in the table beneath.

**Project Manager / Sponsor assessed status of Gold Projects as at:  
31<sup>st</sup> December 2013**

	<b>Gold Project Name</b>	<b>Overall status</b>	<b>Timeline</b>	<b>Budget</b>	<b>Issues + Risks</b>	<b>Sponsor authorisation status</b>
1	Accommodation & Flexible Working	<b>GREEN</b>	<b>Green</b>	<b>Amber</b>	<b>Green</b>	Approved
2	Fit for the Future Programme	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b> ↓ <b>(was Green)</b>	<i>Draft</i>
3	Learning Disabilities Change Programme	<b>Green</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	Approved
4	Safeguarding Improvement Plan	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b> ↓ <b>(was Green)</b>	<b>Red</b>	Approved
5	School Places Programme <i>new</i>	<b>AMBER</b>	<b>Amber</b>	<b>Green</b>	<b>Amber</b>	Approved
6	The Curve	<b>AMBER</b>	<b>Amber</b>	<b>Amber</b>	<b>Amber</b>	Approved

N.B. Arrows show direction of change in Rag rating since the last Project Highlight report

↓ Indicates a reduction in status

↑ Indicates an improvement in status

No arrow indicates maintained status since last report

The individual Gold Project Updates are provided as **Appendix D.**

## 12 Capital

12.1 The detailed Capital Monitoring report was presented at the Capital Strategy Board meeting on the 28<sup>th</sup> January 2014. The Consolidated Capital Expenditure as at 31<sup>st</sup> December 2013 can be found in the following table:

<b>Directorate</b>	<b>Expenditure</b>			<b>Balance</b>
	<b>Budget</b>	<b>Actual</b>	<b>Projection</b>	
Slough Regeneration Partnership	14,372	2,437	4,370	10,002
Heart of Slough	1,020	304	695	325
Resources (excluding Heart of Slough)	6,300	2,041	5,356	944
Wellbeing	9,404	6,638	9,317	87
Chief Executive	61	273	61	0
Customer & Community Services	13,099	2,477	8,333	4,766
Housing Revenue Account	21,381	4,180	16,315	5,066
<b>Total</b>	<b>65,637</b>	<b>18,350</b>	<b>44,447</b>	<b>21,190</b>

12.2 A detailed directorate breakdown of the month 9 capital monitoring can be seen at Appendix B.

**13 Comments of Other Committees**

*This report is due to the Overview & Scrutiny Committee on the 12<sup>th</sup> November 2013*

**14 Conclusion**

The Council is currently forecasting a small underspend when compared to previous quarters of the financial year. The Council will continue to report back to Cabinet on progress at future meetings.

**15 Appendices Attached**

'A' - Revenue forecasts summary

'B' - Capital narrative & summary

'C' - Balanced Scorecard

'D' - GOLD projects update

'E' - Revenue forecasts narrative

**16 Background Papers**

n/a

**SLOUGH BOROUGH COUNCIL**  
**2013/14 BUDGET MONITORING**  
**PERIOD 9 - December 2013**

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	38.270	37.284	(0.986)
Central Management	(0.228)	(0.228)	0.000
Children and Families	16.216	18.909	2.693
Education (Non-Schools)	9.413	8.454	(0.959)
Public Health	(0.150)	(0.711)	(0.561)
<b>Total Wellbeing</b>	<b>63.521</b>	<b>63.708</b>	<b>0.187</b>
<b>Total Schools</b>	<b>(0.420)</b>	<b>(0.420)</b>	<b>0.000</b>
<u>Customer and Community Services</u>			
Customer Services and IT	3.363	3.074	(0.289)
Community and Skills	6.850	6.327	(0.523)
Enforcement and Regulation	6.462	6.503	0.041
Strategic Management	0.501	0.477	(0.024)
Transactional Services	2.228	2.508	0.280
Procurement	0.287	0.272	(0.015)
<b>Total Customer and Community Services</b>	<b>19.692</b>	<b>19.162</b>	<b>(0.530)</b>
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.317	0.377	0.060
Corporate Resources	1.696	1.711	0.015
Housing and Environment	14.620	14.390	(0.230)
Estates and Regeneration	7.789	7.701	(0.088)
<b>Total Regeneration, Housing and Resources</b>	<b>24.422</b>	<b>24.179</b>	<b>(0.243)</b>
<u>Chief Executive</u>			
Executive's Office	0.321	0.321	0.000
Communications	0.477	0.400	(0.077)
Policy	0.657	0.657	0.000
Professional Services	3.128	3.128	0.000
<b>Total Chief Executive</b>	<b>4.583</b>	<b>4.506</b>	<b>(0.077)</b>
<b>Total Corporate</b>	<b>(0.150)</b>	<b>0.510</b>	<b>0.660</b>
<b>Total Net Cost of Services</b>	<b>111.647</b>	<b>111.644</b>	<b>(0.003)</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>0.0%</b>
<b>Total Non Distributed Costs</b>	<b>2.603</b>	<b>2.603</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>114.250</b>	<b>114.247</b>	<b>(0.003)</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>0.0%</b>

## Appendix B

### Consolidated Capital Expenditure as at 31<sup>st</sup> DECEMBER 2013

Directorate	Expenditure			Balance
	Budget	Actual	Projection	
Slough Regeneration Partnership	14,372	2,437	4,370	10,002
Heart of Slough	1,020	304	695	325
Resources (excluding Heart of Slough)	6,300	2,041	5,356	944
Wellbeing	9,404	6,638	9,317	87
Chief Executive	61	273	61	0
Customer & Community Services	13,099	2,477	8,333	4,766
Housing Revenue Account	21,381	4,180	16,315	5,066
<b>Total</b>	<b>65,637</b>	<b>18,350</b>	<b>44,447</b>	<b>21,190</b>

The council has spent 28% of its available 2013/14 Capital Budget in the first nine months of the year. It is anticipated that expenditure will pick up in the remainder of the financial year. However the council had spent approximately 42% of its budget at the same time last year. The latest projection is capital expenditure in 2013/14 of £44.447m against a revised budget of £65.602m. This would represent 68% expenditure against the revised budget.

A detailed Directorate Narrative is shown below.

#### Detailed Directorate Narrative

##### **Wellbeing**

The Capital Budget for Wellbeing which includes the schools capital programme was £15.203m. The budget has now been re-profiled and has now been reduced to £9.404m. This is partly through the re-profiling of budgets and partly by relinquishing budgets no longer required. At the end of December £6.638m had been spent which represents 71% of the total budget.

For budgets being relinquished, there was £800K under-spend from 2012/13 Primary Capital Programme funding has been automatically rolled forward, but which is not required. Also, £500K of this budget will be re-profiled into 2013/14. This is mainly due to projects at St Mary's, Khalsa and James Elliman which have not yet started the design stage; work will now start on site 2014/15 at the earliest.

The most recent Business Case approved for the Modernisation programme forecast capital expenditure of £1.8m in 2013/14. However, fewer schemes than expected were carried out over the summer break and the forecast has therefore been reduced to £870K.

Finally the Littledown capital budget was increased at the June Capital Strategy Board, the SEN Carry forward from 2012/13 is no longer required and the Baylis Court Project is now complete.

Schools continue to draw in significant levels of external income via government grant (particularly Basic Need) and section 106 agreements. This means that that schools and Children's Centre schemes are all 100% grant funded. Capital Expenditure devolved to schools is either financed from Devolved Formula Capital Grant or revenue contributions from schools.

There are also two small capital projects outstanding from the old Community and Wellbeing Directorate. The combined budget for these projects is only £52k and there has been no expenditure on these in the first four months of the year.

## **Resources, Housing and Regeneration**

This Directorate includes a number of significant schemes for the Council including the Heart of Slough and Britwell Regeneration Scheme. The budget to complete the Heart of Slough project in 2013/14 is £1.02m and expenditure in the first nine months of the year was £304k.

The budget for the other RHR Capital Schemes in 2013/14 is £6.300m. £2.041m or 32.4% of this budget has been spent. £893k of this is for the Britwell Regeneration scheme as work on the Britwell Centre is completed.

With regard to the Air Conditioning and Control project, the works to upgrade the air conditioning and electrical systems at St Martin Place are likely to start in early 2014 and will last 12 to 14 months. It is estimated that approximately £235k will be spent in 2013/14 with the balance in 2014/15.

The Colnbrook By-pass scheme budget is now projected to be spent in 2014/15 and it is envisaged that £200k will be carried forward for the infrastructure budget to 2014/15 to pay for tactile paving and kerb joints. Due to a delay on High Street Works, a £70k carry forward to 2014/15 is expected for the Highway & Land Drainage Improvements scheme. Finally the £25K budget for the Rochford's Canteen demolition has now been relinquished.

## **Customer & Community Services.**

This was a new directorate set up in 2012/13 following an organisational restructure. The budget in 2013/14 was £14.639m though budgets for some of the larger IT projects are awaiting a business case and the £2m Financial Systems Upgrade project has been moved into 2014/15. Expenditure in the first nine months of the year is £2,477K which represents 18.91% of the revised 2013/14 budget of £13,099K.

Some of the larger projects namely the Better Bus Fund, the Traffic Lights and Junction Improvements and the Local Sustainable Transport Fund are fully grant funded.

Expenditure on the IT Infrastructure Refresh has now commenced after a delay. The IT Disaster Recovery budget will need to be re-profiled pending a proposal and business case from arvato.

Many of the directorate's budgets are concerned with the delivery of the Council's Accommodation Strategy. It is expected that the Council will re-profile these. The budgets associated with this project are as follow:-

- Accommodation Strategy
- Expansion of DIP servers
- Refresh of existing IT assets (to enable mobile working)

- Document Image Processing Project (this is to fund resource and expertise to work with services to prepare and categorise the files ready for scanning)

With regards the Cemeteries and Crematorium projects, both budgets are still required but expenditure is not now expected until the fourth quarter of 2013/14 with the majority of the budget re-profiled into 2014/15.

### **Housing Revenue Account**

The Housing Revenue Account Capital Programme for 2013/14 has a budget of £21.381m which includes re-profiling from the 2012/13 capital programme of £8.587m. There has been expenditure of £1,143k on the Affordable Housing Budget in the first nine months of the year, the largest item of which is for the acquisition of the Merry Makers Public House. The building of nine houses on the former garage site in Wentworth Avenue was due to be completed in October but the remediation has been a lengthy process; the build programme commenced on 18th November 2013 with an anticipated completion date of 15th September 2014.

There are a number of resident consultation exercises that have or are due to commence around further 'Estate/Environmental Improvement' schemes that could increase the spend profile within the allocation but this has not been included. Thus far £4,180K of the revised 2013/14 budget has been spent which represents 20%.

### **Slough Regeneration Partnership**

The main item on the 2013/14 Capital Programme for the SRP is the building of the Curve. During 2012.13 £27k of a £4m budget was spent. This under-spend has been carried forward so the revised 2013/14 budget is £13.973m. It is currently expected that £4.069m of this budget will be spent in 2013/14 (or 29%) and a total of £2,136k has thus been paid to the new Slough Regeneration Partnership Community Projects LLP to enable the payment to Morgan Sindell of a pre-construction agreement for the Curve. Any balance will be re-profiled into subsequent years.

### **Chief Executive**

There is a budget for the council's contribution to the Berkshire Superfast Broadband Scheme. There was an £120k budget in 2013/14 but there was £61k expenditure in 2012/13 in advance of the 2013/14 budget allocation. Therefore the budget in 2013/14 was £59k. The budget has increased by £50k to enable a further roll out of the project.

### **Community Investment Fund**

A request was made at a recent meeting of the Capital Strategy Board for an update on Community Investment Fund Expenditure. This update is shown below. It is expected that this budget will be spent in 2013/14.





Cost Centre	Project	2013/14 Budget £'000	2013/14 Re-profiled Budget £'000	Actual £'000	Q4 £'000	Total Projection £'000	Balance £'000
	<b>Education Services</b>						
P749	Repairs to Children's Centres	150	102	20	82	102	0
	Repairs to Youth Centres	50	0			0	0
	2 Year Old Expansion Programme	700	100		100	100	0
P896	Penn Rd & Chalvey Grove Children's Centre	60	156	3	153	156	0
P895	Monksfield Way Children's Centre	150	170	14	156	170	0
	Children's Centre IT		35		35		
P048	Western House Expansion	47	47	35		35	12
P051	Primary Expansions (Phase 2 for 2011)	5,078	3,300	2,436	864	3,300	0
P076	Town Hall Conversion	311	311	171	140	311	0
P090	Expand Littledown School	98	262	239	23	262	0
P093	Schools Modernisation Programme	2,808	870	282	588	870	0
P101	SEN Resources Expansion	417	170	60	110	170	0
P664	Baylis Court BSF	22	0			0	0
P783	Schools Devolved Capital	197	197	179	18	197	0
P856	Haymill/Haybrook College Project	3,485	3,442	3,078	364	3,442	0
P865	Parlaunt Park Primary	34	34	34		34	0
P886	Wexham Court Primary	68	68	49	19	68	0
P887	Willow School Expansion	38	38	38		38	0
	DDA/SENDA access Works	100	50		10	10	40
	Lea Nursery Heat Pump	12	0			0	0
P331	Social Care IT System	39	39		39	39	0
P723	Home Care e-rostering System	13	13		13	13	0
	<b>Total Education Services</b>	<b>13,877</b>	<b>9,404</b>	<b>6,638</b>	<b>2,714</b>	<b>9,317</b>	<b>52</b>

Resources, Housing & Regeneration

Cost Centre	Project	2013/14		Actual	Q4	Total Projection	Balance
		£'000	£'000				
	<b>Resources, Housing and Regeneration</b>						
P006	Disabled Facilities Grant	614	334	280	614	0	0
P069	Highway & Land Drainage Improvements	125	29	44	73	52	52
P079	Catalyst Equity Loan Scheme	54	0	54	54	0	0
P117	Affordable Housing Garage Site Phase 7	64	4	60	64	0	0
P085	Air Conditioning and Controls	1,235	30	205	235	1,000	1,000
P100	Demolition Rochfords Hostel	25	0		0	25	25
P111	Major Highways Programmes	765	182	583	765	0	0
P113	Lascelles Lodge	142	1	141	142	0	0
P115	Bath Road	90		90	90	0	0
P116	Windsor Road Widening Scheme	156	127	29	156	0	0
P728	Highway Reconfigure & Resurface	124	388		388	(264)	(264)
P779	Britwell Regeneration	1,126	893	233	1,126	0	0
P869	Chalvey Hub	323	0	323	323	0	0
P881	Colnbrook By-pass	131	0		0	131	131
P119	Allocation to land appropriation	1,326	53	1,273	1,326	0	0
	<b>Total RHR (excluding Heart of Slough)</b>	<b>6,300</b>	<b>2,041</b>	<b>2,042</b>	<b>5,356</b>	<b>944</b>	<b>944</b>
	<b>Heart of Slough</b>						
P060	Station Forecourt	20	0	20	20	0	0
P064	Infrastructure	400	68	132	200	200	200
P063	Bus Station	600	236	239	475	125	125
	<b>Total Heart of Slough</b>	<b>1,020</b>	<b>304</b>	<b>391</b>	<b>695</b>	<b>325</b>	<b>325</b>

Customer and Community Services

Cost Centre	Project	2013/14		Actual	Q4	Total Projection	Balance
		£'000	£'000				
	<b>Customer &amp; Community Services</b>						
P097	Better Bus Fund Improvements	1,308	143	1,165	1,308	0	0
P098	Traffic Light & Junction Improvements	854	360	494	854	0	0
P102	Local Sustainable Transport Fund	1,087	389	698	1,087	0	0
P322	Parking Strategy	16	0	16	16	0	0
P323	Road Safety Programme	118	0	118	118	0	0
P661	Local Safety Scheme Programme	159	4	95	99	60	60
P874	Casualty Reduction	172	107	65	172	0	0
P875	CCTV Relocation	197	58	139	197	0	0
P879	ITS Real Time Passenger Information	62	52	10	62	0	0
	Air Quality Grant	67	0	67	67	0	0
P118	Replacement of Art Feature	20	0	20	20	0	0
P655	Greener Travel	36	(29)	65	36	0	0
P083	Cemetery Extension	1,323	21	21	21	1,302	1,302
P084	IT Infrastructure Refresh	250	90	160	250	0	0
P084	Replacement of SAN	125	0	0	0	125	125
P105	Civica E-Payment Upgrade	80	40	40	80	0	0
P873	Crematorium Project	2,056	316	290	606	1,450	1,450
	Expansion of DIP Servers	150	0	0	0	150	150
	IT Disaster Recovery	1,000	0	0	0	1,000	1,000
	Refresh of Existing IT Assets	500	0	0	0	500	500
	Document Image Processing Project	350	0	350	350	0	0
P784	Accommodation Strategy	207	110	97	207	0	0
P088	Baylis Park Restoration	55	0	55	55	0	0
P089	Upton Court Park Remediation	25	0	25	25	0	0
P103	Slough Play Strategy	190	0	190	190	0	0

P107	Repairs to Montem & Ice	1,070	273	550	823	247
P383	Herschel Park	86	0	86	86	0
P860	DCSF Play	34	32	2	34	0
	Leisure Capital Improvements-Langley, Ten Pin, The Centre	352	0	352	352	0
P871	Community Investment Fund	1,150	511	707	1,218	(68)
	<b>Total Customer &amp; Community Services</b>	<b>13,099</b>	<b>2,477</b>	<b>5,856</b>	<b>8,333</b>	<b>4,766</b>

Project		2013/14	Actual	Q4	Total Projection	Balance
		£'000	£'000	£'000	£'000	£'000
<b>Housing Revenue Account</b>						
P544	Affordable Warmth/Central Heating	(588)			0	(588)
P544A	Boiler Replacement	668	114	388	502	166
P544B	Heating / Hot Water Systems	640		595	595	45
P544C	Insulation programmes	945		965	965	(20)
P552	Window Replacement	658		2	2	656
P552A	Front / Rear Door replacement	717	381	340	721	(4)
P558	Internal Decent Homes Work	121			0	121
P558A	Kitchen Replacement	1,682		1,689	1,689	(7)
P558B	Bathroom replacement	830	716	53	769	61
P558C	Electrical Systems	526		598	598	(72)
P559	External Decent Homes Work	119	599		599	(480)
P559A	Roof Replacement	374	310		310	64
P559B	Structural	718		252	228	490
P576	DISH	200	220		220	(20)
<b>Decent Homes</b>		<b>7,610</b>	<b>2,340</b>	<b>4,882</b>	<b>7,198</b>	<b>412</b>
P516	Winvale Refurbishment	66	2	67	69	(3)
P541	Garage Improvements	452		95	95	357
P548	Mechanical Systems	529	8	521	529	0
	Lifts	100		50	50	50
P545	Capitalised Repairs	(4)			0	(4)
	Security & Controlled Entry Modernisation	88		88	88	0
	Parlaunt Shops-Flat Roof Replacement	0			0	0
P564	Darvills Lane - External Refurbs	291		65	65	226
P565	Estate Improvements/Environmental Works	400	47	248	295	105
P569	Replace Fascias, Soffits, Gutters & Down Pipes	1,324	419	947	1,366	(42)
P573	Upgrade Lighting/Communal Areas	792	19	434	453	339
P573A	Communal doors	66		66	66	0
P573B	Balcony / Stairs / Walkways areas	113			0	113
P573C	Paths	327			0	327
P573D	Store areas	200			0	200
	Sheltered / supported upgrades	0			0	0

	Planned Maintenance - Capital	4,744	495	2,581	3,076	1,668
P546	Environmental Improvements (Allocated Forum)	309	0	263	263	46
P547	Major Aids & Adaptations	668	202	466	668	0
P779/P575	Affordable Homes	8,050	1,143	3,967	5,110	2,940
	<b>Housing Revenue Account</b>	<b>21,381</b>	<b>4,180</b>	<b>12,159</b>	<b>16,315</b>	<b>5,066</b>

Chief Executive

Cost Centre	Project	2013/14	Actual	Q4	Total Projection	Balance
		£'000	£'000	£'000	£'000	£'000
	<b>Chief Executive</b>					
P108	Refurbishment 27 & 29 Church Street		273		273	(273)
P109	Local Broadband Plan	61		61	61	0
	<b>Chief Executive</b>	<b>61</b>	<b>273</b>	<b>61</b>	<b>334</b>	<b>0</b>

Slough Regeneration Partnership

Project	2013/14	Actual	Q4	Total Projection	Balance	
	£'000	£'000	£'000	£'000	£'000	
	<b>Slough Regeneration Partnership</b>					
P066	The Curve	13,973	2,136	1,933	4,069	9,904
P099	Arbour Vale STFC	350	230		230	120
P106	LABV Project Costs	49	71		71	(22)
	<b>Total LABV</b>	<b>14,372</b>	<b>2,437</b>	<b>1,933</b>	<b>4,370</b>	<b>10,002</b>



Community Investment Fund (Capital Only)

<u>Community Investment Fund (Capital Only)</u>	2013/14 Budget £'000	2013/14 Actual £'000	2013/14 Balance £'000	2013/14 Projection £'000
<b>Description</b>				
MUGA's - floodlit to all community hubs / priority associated areas	358	27	331	118
Replace street bins and increase numbers in high litter areas	30	129	(99)	100
Replacement street signs - 2 year programme	200		200	200
Replacement permanent information signs for Slough parks	200	123	77	200
Neighbourhood Enhancements/Walkabouts	250	200	50	250
Pavement Parking Policy	350	32	318	350
<b>TOTAL</b>	<b>1,388</b>	<b>511</b>	<b>877</b>	<b>1,218</b>



## Appendix C: Slough Borough Council - Corporate Balanced Scorecard

### 2013-14: to end of Dec 2013

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Customer focus", "People" (relating to workforce development and well being), and the 5 themes of "Economy and Skills", "Health and Wellbeing", "Housing", "Regeneration and the Environment" and "Safer Communities".

Performance against target is recorded as **red** (more than 5% off target), **amber** (between 0% and 5% off target), or **green** (on target or better). Its purpose is twofold: firstly, to provide members with a balanced view of how the organisation is performing in these four respects. Secondly, to provide a small number of high priority quantitative performance indicators which act as a litmus test of organisational health, rather than presenting detailed outturn data for all performance indicators monitored across the council.

**n/a** = not applicable, because this is a **volume** indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex.

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

Customer Focus							
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	22-Jan-14	1,462 [March-12]  2,034 [Mar-13]	increasing 2,000+	3,305 [Dec 2013]	↑	Green	A slight increase (of 17 payments) received this month (Nov: 3,288 versus Dec: 3,305). The volume of online payments remains significantly above baseline position, and represents very effective cost savings for transactions.
Percentage of calls to MyCouncil that were abandoned by the caller rather than queuing (in the month)	22-Jan-14	38.8% [March-12]  44.8% [Mar-13]	Target to be set (reducing)	17.6% [Dec 2013]	↓	Green	An increase on the 14.3% value obtained in November. In December MyCouncil offered 14,833 calls of which 2,612 calls were abandoned out side service level agreement (SLA) by customers - an abandoned calls rate of 17.6%. Despite not formally agreeing a numeric improvement target, this service is delivering a significantly improved response rate.

**Customer Focus**

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Freedom of Information requests made (total across whole council)	22-Jan-14	75.6 <i>[average per month 2011-12]</i>  78.6 <i>[average per month 2012-13]</i>	n/a	92 [Dec 2013]  97.5 monthly average year to date	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond, and to inform public information releases.  92 requests were received in December, totalling 1,170 for the year to December 2013 - an average of 97.5 per month.  The number of FOI requests made to the council continues to increase. For comparison 943 were received in total in 2012/13 (a monthly average of 78.6; maximum: 110 in July; minimum: 46 in September). In terms of Departments, Customer and Community Services is the subject of most FOI requests at 41% of all requests received between January and November 2013.
Proportion of Freedom of Information requests made in month by people who had made at least one previous FOI application in the past 12 months	11-Dec-13	32% <i>[March 2012]</i>  45% <i>[March 2012]</i>	n/a	42% 36 of 92 [Dec 2013]	n/a	n/a	The measure seeks to assess the degree of 'repetition' that exists within FOI applications, and states the proportion of FOI applications made by individuals who have made at least one other FOI application in the preceding 12 months. Across the whole year to end of December 2013, 42% of all FOI requests made were by individuals with a history of previous requests. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 77 separate applications, or 7% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	22-Jan-14	Total: 638 53.2 monthly average <i>[2011-12]</i>  Total: 442 36.8 monthly average <i>[2012-13]</i>	45 or fewer per month	Total: 509 42.4 monthly average year to date [year to Dec 2013]	↓	Green	December 2013 saw 42 stage one complaints logged, a total for the year-to-date of 509, with a monthly average for this period of 42.4. This represents a small increase over 2012-13 levels.  Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures will be circulated to target attention on those areas generating highest volumes of complaints.

**People**

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment (headcount)	Oct-13	1,521 [Q4 2011-12]  1,413 [Q4 2012-13]	reduce	1,256 [Sept 2013]	↑	Green	Number of staff has reduced as new models of service delivery are implemented.
Number of staff in establishment (FTE - 'full time equivalent')	Oct-13	1,286.9 [Q4 2011-12]  1,136.8 [Q4 2012-13]	reduce	982.20 [Sept 2013]	↑	Green	Number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	Oct-13	5.5% [2011-12]  7.9% [2012-13]	5-15%	9.8% [year to Sept-13]	↑	Green	Data is provided as a 'rolling year' position. We have seen an increase in staff resignations, moving towards the national average for the sector.
Average staff sickness rate (days lost per FTE)	Aug-13	11.6 days [2011-12]  9.9 days [2012-13]	8.5 days by Sept 2013. 6.5 days by Sept 2014.	10.2 [year to July-13]	↑	Green	Data is still being verified for quarter 2, hence no further update is available for this current report. Data is provided as a 'rolling year' position. Reductions in sickness have levelled since last reporting period. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with notice to improve	22-Jan-14	2 [Mar-12] 3 [Mar-13]	0	4 [Dec-13]	↔	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools.
<b>New:</b> % of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-13	New indicator for 2012/13	increase	50.1% [2012-13]	n/a	n/a	This is a new indicator that was introduced by DfE this year to replace the percentage of pupils achieving at least 78 points across the Early Years Foundation Stage (with at least 6 in each of the scales in Personal, Social & Emotional Development and Communication, Language & Literacy). Achievement in the 2012-13 academic year shows performance in Slough is just 1.9% under the England average (52%).
<b>New:</b> % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Sep-13	73% [2011-12]	increase	Provisional 74% [2012-13]	↑	Green	This is a new indicator that was introduced by DfE this year to replace the <i>percentage of pupils achieving level 4 or above in english &amp; mathematics at Key Stage 2</i> . Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. However, other authorities have also improved such that Slough's performance in 2012-13 is 2% under the England average (76%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Oct-13	68.1% [2010-11] 66.1% [2011-12]	increase	Provisional 70.8% [2012-13]	↑	Green	Achievement in the 2012/13 academic year. Provisional data from the Department for Education shows that performance in Slough Schools has improved by 4.7% from 66.1% in 2011/12 to 70.8% 2012/13. Slough's result remains well above both the England average of 56.8% for 2012/13.

Economy and Skills						
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating
<p>Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)</p> <p>Comparisons for latest data: <b>National: 3.0%</b>    <b>South East: 1.9%</b></p>	22-Jan-14	3.7% [Mar-13]	maintain at low level compared to national value	2.9% [November 2013]	↑	Green
<p>Comments</p> <p>JSA claimant rate in November has reduced to 2.9%, comprising 2,730 people.</p> <p>The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England.</p> <p>The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business.</p> <p>In relation to employment at Heathrow Airport, SBC is part of the Academy Model around retail, construction and aviation. Our programme prepares interested individuals who are then referred to the relevant Academy. The academy prepares the individual further and guarantees a job interview in competition with other candidates. SEE PDG and Aspire have set up a further task group: Job Outcomes Group that will bring the town's employment support providers together to enhance partnership working, better coordination of activity and better preparation of individuals for local vacancies.</p> <p>Other task groups of the SEE PDG are Apprenticeships led by East Berkshire College and Business and Enterprise Skills Development led by a private sector partner.</p>						

Economy and Skills							
Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (USA claimants).	22-Jan-14	33.3% [Mar-13]	decrease	31.4% [Nov-13]	↑	Green	In November a total of 615 people aged 18-24 were claiming JSA; 190 of these were claims of 6 months or more. All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed. The council seeks to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment. The structural changes to the labour market have disadvantaged this cohort who are often seen as less favourable to the employer as they lack the experience that employers require. This time of the year will also see an increased level of unemployment amongst this cohort.
Unemployment: Proportion of the economically inactive working-age population who state they <b>want</b> a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.]  <b>National: 27.0% South East: 24.7%</b>	Oct-13	24.4% [year to March 2012]	increase	22.4% [year to June 2013]	↔	Amber	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data indicates a slight decrease in the proportion of economically inactive residents stating that they are seeking employment (22.6% decreased to 22.4%). Regional and national estimates both decreased by 0.1%. This context will be referenced locally in assistive employment activities. The recent research commissioned by SBC into the barriers faced by economically inactive people who aspire to enter the labour market, highlighted key factors that hinder this; these factors include: expensive childcare, inflexible job opportunities and low skills of the resident population. The "Jobs Outcome Group" task group will look into how partners can work collectively to address these barriers and provide more engagement and opportunity for these residents to find work.

N.B. The current Health and Wellbeing indicators represent a holding position and are included only whilst the SBC Health Strategy is being developed. Once valid and viable performance indicators are available, these context measures will be reported on an annual basis.

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Prevalence of modelled adult obesity as measured by the Health Survey for England	Aug-12	23.7% [2006-2008]	reducing, under 24.2% [England value]		n/a	Green	N.B. only one data set has been released to date by national Government. Although obesity is a significant health concern, there is a shortage of robust local data on prevalence.
Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP	<b>22-Jan-14</b>	10.8% [2009-10] 11.0% [2010-11] 11.8% [2011-12]	reduce closer to national rate	12.4% [2012-13]	↘	Amber	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2012-13 (9.3%) and this has increased from the 11.8% established in 2011-12. The gap between Slough and England has marginally increased. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.
Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP	<b>22-Jan-14</b>	21.4% [2009-10] 21.2% [2010-11] 21.3% [2011-12]	reduce closer to national rate	20.7% [2012-13]	↗	Green	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally, with the gap between Slough and England narrowing in the past year. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

## Housing

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Number of Housing Benefit Claimants	22-Jan-14	11,590 [Mar-12]  11,722 [Mar-13]	n/a	11,642 [Dec-13]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A slight reduction from 11,732 claimants in November 2013.
Number of Council Tax Benefit Claimants	22-Jan-14	11,710 [Mar-12]  11,800 [Mar-13]	n/a	10,867 [Dec-13]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A slight decrease from 10,936 claimants in November 2013.
Speed of Processing of Housing Benefit and Council Tax Benefit claims: (a) New Claims (b) Change of Circumstances England 2011-12 : (a) 24 (b) 9	22-Jan-14	(a) 19 days (b) 8 days [2011-12]  (a) 27.54 days (b) 13.99 days [2012-13]	Provisional targets (a) 20 days (b) 10 days (or fewer)	In month performance (a) 16.3 days (b) 9.7 days [Dec-13]	↑	Green	Within December, both components of this indicator achieve the target values: processing new claims (16.26 days) and processing Changes of Circumstances (9.73 days). However, despite this recent improvement, the cumulative performance for 2013-14 remains in excess of target (at 21.38 and 11.83 days respectively). Now that the benchmarking has taken place these targets are being revised as part of the KPI review that should be concluded in the following months. The turnarounds have improved in November, from the October figures of (a) 22.4 days and (b) 12.0 days.
Number of households in temporary accommodation	22-Jan-14	90 [Mar-12]  87 [Mar-13]	85 or less	72 [Dec-13]	↑	Green	A decrease from 81 households in November 2013. Homelessness is increasing both locally, regionally and nationally. The demand for temporary accommodation is predicted to increase. We are increasing our permanent offers to those cases on the housing register but have a significant fall in the number of vacancies that we get in each year. SBC have created a new social lettings agency to discharge our duty into the private rented sector.



**Regeneration and the Environment**

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a)	Oct-13	77.5% [2009/10] 83.0% [2011/12]	increasing	91.0% [2012/13]	↑	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement from the previous year [83% 2011/12]. Local punctuality is above the England value for 2012/13 (82.8%).
The percentage of household waste sent for reuse, recycling or composting.	<b>22-Jan-14</b>	30.7% [2011-12] 29.9% [2012-13]	>30.7%	29.7% [year to Sept 2013]	↓	Amber	Latest results show a 0.6% reduction in the whole year recycling rate due to lower than anticipated green waste tonnages arising due to dry weather. However, will be compensated for by sustained green waste tonnage until December. Quarter 2 of 2013-14 saw 31.4% of all waste recycled or reused.  Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
Percentage of municipal waste sent to landfill.	<b>22-Jan-14</b>	6.4% [2011-12] 9.9% [2012-13]	<6.4%	7.1% [year to Sept 2013]	↑	Amber	Latest results show an improved position (lower percentage of waste disposed by landfill) on previous report. This annual figure includes an exceptional performance for quarter 1 but also includes a period of greater than anticipated usage in September, resulting from a three week closure of the Energy from Waste plant. The Waste & Environment Manager has taken up this issue with the contracted plant operators. The percentage of waste sent to landfill throughout July-September 2013 was therefore high (at 17.1%) but still represents an improved rate on the same quarter in 2012/13 (19.8%).

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	22-Jan-14	172 (54.3) [March-12]  185 (48.3) [March-13]	rate below last England average (59.1 in 2012, 60.1 from 2013)	(a) 212  (b) 54.9 [Dec-13]	↓	Green	<b>Provisional data</b> The Council is legally obliged to accommodate children when this is necessary to ensure their safety. October saw a net rise of 2 further LAC. Since the end of March the number of children looked after has increased by 27 children.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	22-Jan-14	209 (55.9) [March-12]  146 (38.1) [March-13]	rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013)	(a) 243  (b) 62 [Dec-13]	↓	Red	<b>Provisional data</b> December saw a small increase in number of children subject to a child protection plan. Since the end of March the number of children subject to a CP plan has increased by 97 children (an increase of 66%). Our target was originally set with the aim of being within $\pm 15\%$ of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have just been published, and the service will reflect on these and assess an appropriate target position for Slough.

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
% of children looked after adopted from care or granted a special guardianship order (in year to date)	22-Jan-14	27.6% [2011-12] 14.9% [2012-13]	above 8%	18.2% [yr to Nov-13]	↑	Green	Current performance represents 26 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months.
Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month  Our 'tolerance' target of 30-40% has been set as a guide for ensuring we receive all appropriate safeguarding concerns for consideration - without casting our net either too widely or too narrowly.  RED = miss target for 3 consecutive months in same direction.	22-Jan-14	38% [2012-13 year]	low number 30-40%	38% 12 of 32 [Dec-13]	↔	Green	<b>Provisional data:</b> This month the proportion of safeguarding referrals requiring progression to strategy meetings remains within target tolerance. <b>Across the whole of the 2013-14 period to date, this value remains on target tolerance (at 35%).</b> Activities underway to ensure this is maintained include: All safeguarding alerts are triaged by a Designated Safeguarding Manager (DSM) to determine whether they need to progress through the safeguarding process. The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate eg care management review, referral to other agencies eg Womens Aid, Anti Social Behaviour Team.

Safer Communities

Performance Indicator	Date updated	Baseline	2013-14 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month	22-Jan-14	81% [2012-13 year]	above 80%	93% 13 of 14 [Dec-13]	↓	Green	<p><b>Provisional data:</b> On target this month, and for the whole of the 2013-14 period to date (94%).</p> <p>Activities are being sustained to maintain target achievement as follows:</p> <p>All operational team administrators have been reminded by email that data should be recorded in a timely manner to ensure that data is accurate. Team Managers have been asked to check this in team meetings and supervisions.</p> <p>All DSMs have been emailed and spoken to by Heads of Service to ensure that all safeguarding strategy meetings will be held within five working days other than in truly <i>exceptional</i> circumstances. This was discussed and agreed at January Care Governance Board.</p> <p>The Slough Safeguarding Procedure is being reviewed to provide more clarity on the use of virtual as well as actual strategy meetings to ensure adherence to time guideline. It is suspected that virtual strategy meetings have occurred but not been comprehensively recorded.</p>
Crime rates per 1,000 population: <b>All crime</b> (cumulative from April)	Oct-13	110.49 [2011/12] 89.75 [2012/13]	reducing	86.99 [year to Sept-13]	↑	Green	<p><b>Data to end of December will become available shortly</b></p> <p><b>A significant decrease in crime rates has been secured, which represents a real decrease in crime levels.</b></p>
Crime rates per 1,000 population: <b>Violence against the person</b> (cumulative from April)	Oct-13	22.60 [2011/12] 16.68 [2012/13]	reducing	16.37 [year to Sept-13]	↑	Green	<p>Crime rates for September 2012/13 when compared to September 2011/12 saw a reduction in all three crime rates.</p> <p>All crime reduced by 7% (was 93.44);</p>
Crime rates per 1,000 population: <b>Serious acquisitive crime</b> (cumulative from April)	Oct-13	25.70 [2011/12] 20.53 [2012/13]	reducing	19.44 [year to Sept-13]	↑	Green	<p>Violence against the person reduced by 7% (was 17.55) and Serious acquisitive crime reduced by 11% (was 21.82).</p>

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>Accommodation &amp; Flexible Working</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected</b>			<b>Project MANAGER</b>	Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	<b>GREEN</b>	31/12/2013
<i>Previous month</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>GREEN</i>	29/11/2013
Project start date:	01/04/2013		Anticipated Project end date:	TBC	
<b>Timeline graph to be inserted once the project end date has been agreed</b>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>OJEU advert issued by Property Services for the Mechanical &amp; Electrical and building works on 10<sup>th</sup> Dec 2013.</li> <li>Finance Home working pilot is continuing to go well.</li> <li>Simon Atherton, auditor attended the last accommodation board meeting. Awaiting feedback.</li> <li>Wi-Fi – Options paper prepared IT obtaining associated costs.</li> <li>Layout plans amended in response to further feedback from management.</li> <li>Nimble Storage solution being configured by Arvato. Once complete a programme will be developed to commence the DIP project.</li> <li>Hub set up at Chalvey with 2 PCs available for staff to work at when between meetings.</li> <li>Arvato have confirmed that they will transfer the IT staff from SMP and Customer Services staff from LMP to their new building Phoenix House in the New Year. This will enable Housing to have more space on the Ground Floor as well as move the NET team from SMP to LMP.</li> <li>Children Services have highlighted an immediate requirement of about 40 desks. This will mean that the planning for decanting of the teams out of the 2<sup>nd</sup> floor west wing, in preparation for the mechanical &amp; electrical works needs to be reviewed.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>New front of house furniture being installed January 2014 at LMP.</li> <li>Communication to be sent to staff updating them on progress and letting them know that the Hub is set up at Chalvey Community Centre.</li> <li>Programme for building works and staff moves will start to be drafted.</li> <li>Facilities to start working with Arvato and Housing in relation to Customer Services moving out of LMP and IT moving out of SMP. Housing has requested partitioning between the public area and office area, Facilities to work on quotations and proposals.</li> <li>Charan Dhillon to place priority on responding to Children Services immediate requirement for 40 desks at SMP. Assess options for moving other teams out of SMP immediately, rather than waiting for the mechanical and electrical works to start. Although the IT area will become vacant once they move to Phoenix House in January, this area was already earmarked to support the decant of the 2<sup>nd</sup> floor west.</li> </ol>					
<b>Key issues of <b>risk</b> / <b>obstacles to progress</b>:</b>					
<b>Agreed by CMT:</b>					
<ol style="list-style-type: none"> <li>To support the project board with the proposed changes to working practices.</li> <li>To support a focus on flexible working, desk sharing and supportive technology</li> <li>To support the DIP initiative</li> <li>To note the potential capital and revenue pressures arising.</li> </ol>					

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>Fit for the Future Project</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected:</b>			Project <b>MANAGER</b>	Tracy Butterworth	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	08/01/2014
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	09/12/2013
Project start date:	08/10/2013		Anticipated Project end date:	21/05/2014	
<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 <input type="checkbox"/>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Draft OD and HR strategies submitted to CMT on 16 December 2013.</li> <li>2. HR and OD Skills Development Programme complete. Coaching ongoing.</li> <li>3. Leadership Development Programme ongoing with good feedback on module 1. Coaching ongoing.</li> <li>4. Review of People Management Practice ongoing. Focus groups completed in December 2013.</li> <li>5. CMT Development Programme ongoing.</li> <li>6. Management Development Programme begins 22 January 2014. Places offered – currently over-subscribed.</li> <li>7. Aspiring Leaders. Panel shortlisting now complete and places offered on development centre.</li> <li>8. Skill transfer programme agreed and distributed. HR and L&amp;D volunteers have expressed interest in rolling out programme delivery.</li> </ol>					
Key activities/milestones scheduled for <b>next</b> period.					
<ol style="list-style-type: none"> <li>1. Q&amp;A with CMT in order to facilitate final sign off of HR and OD strategies.</li> <li>2. HR and L&amp;D coaching programmes ongoing.</li> <li>3. Module 2 “Leading Change” takes place on 17 January 2014. Coaching programmes ongoing.</li> <li>4. Review of customer feedback and submission of recommendations for future people management practice.</li> <li>5. CMT development programme continues.</li> <li>6. Module 1 Management Development Programme “Strategic Awareness” takes place 22 January 2014.</li> <li>7. All applicants for Aspiring Leaders to receive feedback on their expressions of interest from the panel, via their manager by 20 January 2014.</li> <li>8. Skill transfer workshop on 16<sup>th</sup> January 2014 for HR and L&amp;D practitioners involved in the Management Development and Aspiring Leaders Programmes. Project start up meeting to be organised.</li> </ol>					
Key issues of <b>risk / obstacles to progress:</b>					
<ol style="list-style-type: none"> <li>1. <b>Clarity around governance and decision making</b> Decision on final draft HR or OD strategies needed to enable development and programme delivery of Leadership, Management and Aspiring Leader Programmes.</li> <li>2. <b>Clarity around governance and decision making</b> Future format of SLT or similar to create a permanent vehicle for change to be determined.</li> <li>3. <b>Members, key stakeholders and staff yet to be fully engaged</b> in the need for change.</li> <li>4. <b>Absence of shared consensus</b> among all senior leaders about the nature of the work that needs to be done.</li> <li>5. <b>Lack of participation in development</b> Not a significant issue – Management Development Programme has been oversubscribed</li> </ol>					

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

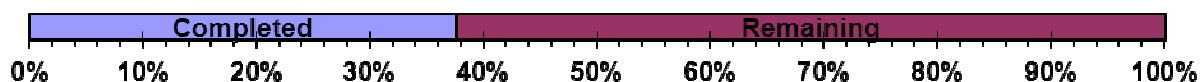
6. **Fast pace and tight timeframes** Some struggles as above but progress at a steady rate given other pressures.
7. **Heavy reliance on progress of Leadership Forum** has created pressure and some delay to be resolved.
8. **Heavy reliance on externals.** Transition planning must be addressed if momentum is to be maintained on this project beyond April/May 2014.
9. **Ongoing professional development of leaders and HR professionals.** Need has been identified and some measures in place but more needed.

Recommendations for CMT:

1. Use next SLT to resolve obstacles 1, 2, 4, 6 and 7 in part or whole
2. SLT to create clear communications plan for strategies and share in delivery
3. Transition plan to be developed and agreed between Project sponsor and manager.

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>Learning Disabilities Change Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current</b> period	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	06/01/2014
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>05/12/2013</i>
Project start date:	September 2012		Anticipated Project end date:	March 2016	



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

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

**Review of Learning Disability Change Programme (LDCP)**

The LDCP brings together a number of strands of work to transform LD services to deliver better outcomes and efficiencies. To bring greater focus to the programme a reconstituted LD Change Programme Board has been established and a revised overarching PID and project plan developed for the four principle components which are:

- **LD1 Housing Care and Support – Developing wide range of supported living options**
- **LD2 Developing Day Opportunities**
- **LD3 Review of support to Carers – support and respite**
- **LD4 Reviewing Pathways and Processes – including personalisation and transitions**

**Context**

LD1 This area of work is the first work stream to be underway and is made up of the following component parts:

- 1 Developing an effective provider market through the Approved Supplier List to ensure supported living services can be efficiently and effectively procured.
- 2 Moving people from residential placements into supported tenancies of their own in accommodation provided by either the LA or social &/or private landlords.
- 3 Converting existing in-borough Residential Care into Supported Living schemes.
- 4 Using HRA funding to develop additional accommodation suitable for Supported Living provision to facilitate transition to independent living.
- 5 Using the Care Funding Calculator (CFC) – to negotiate improved value for money of service provision.
- 6 People placed out of borough returning or having care costs renegotiated.

**Key deliverables during the period**

Further progress has been made during the month to ensure the efficiencies identified for 2014-15 will be delivered on target including:

- Choice Care client assessments and costings nearly complete and further negotiations on rent levels and contractual terms and conditions have taken place. There is an issue with refurbishment of the accommodation and possible solutions are being explored.
- Implementation meetings have been held with all 4 providers and a regular programme of monthly implementations meetings has been set up.
- A programme of meetings with the 6 additional providers now on the approved supplier list has been set up for January 2014.
- The development of the Council's own stock of accommodation for community based supported housing has progressed with a final list of 18 suitable units identified for development over an 18



## **Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

month to 2 year time frame. Detailed plans for the agreed sites are now being developed by Housing.

- Comfort Care further negotiations have taken place on pricing and re-housing clients at the newly refurbished scheme. The mix of clients is being reconfigured to achieve greater savings.
- Initial meetings have taken place with all commissioned in borough Residential Care providers about converting the stock into Supported Living. A programme of future meetings to agree implementation plans etc has been set up for January 2014.
- Scattered stock an initial meeting with Look Ahead was held on 28.11.2013. A further negotiation on stock, clients and implementation programme has been programmed for 24.01.2014. In the meantime consultation will commence on arranging moving clients from Tower House to the scattered stock.
- A Participation Officer has been recruited and commenced employment on 06.01.2014.
- An overarching PID, Project Plan and Communication Strategy have been developed.
- All Families/Carers of LD clients living out of Borough have been written to in December 2013. setting out objectives of LD1 as part of the Communication Plan.

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

#### **LD1**

- The appointment of the Participation Officer and additional resourcing of the LDCP through the appointment of a Project Officer from 06.01.2014 allows for intensive consultation with all the individual families/carers of clients in Residential Care to begin.
- The EIA can now be updated to take account of the revisions to the programme.
- Legal Department to review the Supported Living Nominations Agreement.
- Develop SMART plan to convert existing Residential Care services into Supported Living with providers at implementation meetings scheduled during January 2014.
- The development of the action plan to manage mental capacity and deputyship issues will commence.
- Two Supported Living consultation events have been programmed for the beginning of February 2014.

#### **LD2**

- Scoping existing provision of day care services and good practice examples in other local authority areas.

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

1. Capacity – In House - reduced resource within the SBC Learning Disability team has slowed progress regarding undertaking Care Funding Calculator assessments and consulting with families (also slowed by vacancy in Participation Officer Post). Operational vacancies have now been filled and an additional resource has been identified for the LDCP.
2. Capacity – Health - All intended returning clients will need health needs assessment undertaken by Health in locality where they currently live for in-house team to assess what health services they will need in Supported Living services, until this is completed there will be uncertainty on whether there is sufficient local capacity. Health representative will attend the LD Programme Board meetings to ensure strategic liaison.
3. Capacity - Mental Capacity Assessment process needs to be adequately resourced.
4. Delay in completing CFC assessments has 2 key delivery impacts 1) to provide basis to be able to initiate negotiations with existing Residential Care providers at reducing costs and 2) to facilitate negotiations on price with Approved Supplier providers to agree Supported Living services. Now additional resource available to the LDCP CFC assessment programme underway.
5. Accommodation Provision – house prices now increasing Approved Providers need to be able to procure appropriate accommodation and make it suitable for the client group within the constraints of HB Regulations. Ongoing review of progress against target is monthly.
6. Individualised Supported Living care costs higher than Block Residential Care cost – this will be monitored and managed throughout the lifetime of the programme and sign off of all new placements/services will be via the Assistant Director Adult Social Care, Commissioning and

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

Partnerships.

7. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. This will require in-depth consultations and/or negotiations with existing providers about reducing costs. Additional resource will allow for more intensive consultation to take place. A policy to manage clients who outright refuse needs to be developed.
8. A small number of the out of borough placements are in highly specialised provision and suitable provision may not be available locally or to develop locally will be too expensive.
9. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health & day services etc if not planned and programmed carefully.
10. Upfront implementation/transition costs will impose increased budget pressure in short term.

**Recommendations for CMT:**

1. To note the update and the opportunity provided by the Slough Regeneration Partnership.

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>Safeguarding Improvement Board</b>			<b>Project SPONSOR</b>	Jane Wood	
<b>Wards Affected: All</b>			<b>Project MANAGER</b>	Kitty Ferris	
	Timeline	Budget	Issues & Risks	<b>OVERALL STATUS</b>	Date of update report
<b>Current period:</b>	<b>AMBER</b>	<b>AMBER</b>	<b>RED</b>	<b>AMBER</b>	23/12/2013
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>RED</i>	<i>AMBER</i>	30/11/2013
<b>Project start date:</b>	June 2011		<b>Anticipated Project end date:</b>	End 2013/14	
<p>80% <span style="margin-left: 100px;">Completed</span> <span style="margin-left: 100px;">90%</span> <span style="margin-left: 100px;">Remaining</span> <span style="margin-left: 100px;">100%</span></p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					

Performance

Rates of referrals per 10,000 children continue to rise and remain within the tolerance level agreed by the Improvement Board, and are in line with statistical neighbours. This indicates thresholds are being applied consistently and appropriately to the levels agreed and appropriate for referral to Children's Social Care at the "front door". Repeat referrals have also sustained the lower level reported in the last period. Correspondingly the service continues to see an increase in the number of children subject to CP Plans, and, a corresponding increase in the number of Looked After Children (LAC) in line with statistical neighbour performance, the latter which has reached the highest rate for some years though still remains below statistical neighbours. The rising demand has impacted upon case load levels which are above the level set by the Council, (avg 40 rather than 20-25 cases per worker).

The previous report confirmed that quality audits at the 5 points across the pathway are demonstrating over improved performance in social work practice: 16% cases evaluated as 'good', 64% adequate and 20% requiring improvement (inadequate). However, the deep dive audit of children in need cases (over 400 cases) has identified a higher number of inadequate cases and concerns that plans were not sufficiently focussed and effective. Of the total number of cases, improvement is required on 30%. During November and December the actions to address the combined impact of rising case loads, workflows and quality continued to be implemented.

Significantly, continuity of SW and the quality of practice also continues to be effected by recruitment difficulties with 52% of posts still filled with agency staff. Turnover of agency staff whilst reduced as compared to the previous year is running at 40% through the year. To improve quality of practice the senior management team replaced many agency staff during the autumn period and all new recruits have now commenced in post. Inevitably workforce changes of this nature result in the transfer of cases to new sw and continuity.

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

NB –From 19<sup>th</sup> November-11<sup>th</sup> December 2013 the Council was subject to an unannounced Ofsted Inspection under the new single inspection framework. Throughout this period the Council has continued to focus on the key levers to improve (as set out below) each of which was endorsed by Ofsted as critical levers for change.

- With the additional in year resources agreed (400k) to address caseload levels, interviews for two additional SW teams have been undertaken, each comprising 1 practice manager and 5-6 SWs. New agency recruits to commence early January 2014.
- Remedial actions to address CIN case work practice continues to be implemented- three arm approach: HR process (where appropriate), professional development strategy, realignment of pathway to improve interface.

## **Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

- Full business case completed for MTFF growth to tackle higher workloads and increase in LAC placements and discussed at C&D - for presentation to January 2014 Cabinet.
- Plans to being worked up to develop marketing strategy for Slough & Council to long term support recruitment and shift balance of agency and permanent staff.
- Next version of CiC strategy completed.
- Key actions to improve the working environment.

### **Key Activities/milestones scheduled for next period**

#### Key Actions for January 2014

- Cabinet report & decision regarding the two budget growth proposals, workforce and LAC placements.
- Commence development of corporate parenting panel.
- Headline feedback to ECS scrutiny panel.
- Senior Management Away Day to review strategies to deliver the Improvement plan.
- Feedback meetings with partners following Ofsted initial feedback.
- Identify how capacity of the council can best support the improvement going forward.
- Explore best practice sites Surrey and Southampton re alternative marketing & recruitment approach.
- Implement next programme of temp to perm for agency wishing to stay with Slough.
- Commence BSO workflow review.
- Commence implementation of CiC strategy, with particular focus on new adoption and fostering recruitment programmes.
- Commence work to establish appropriate alternative means to stabilise LAC increases.
- Agree proposals to enhance capacity supporting AD to deliver change and improvement.

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

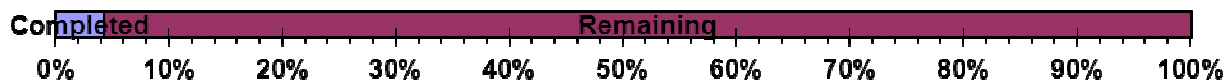
- Increase demand, work rates and case loads impacting on SW response: Obstacle – base budget and ability to recruit permanent staff in sufficient numbers of the required calibre.
- Recruitment and retention, impacting on consistency and quality of practice: Obstacle – ability to recruit permanent staff in sufficient numbers of the required calibre and attract staff wishing to come to council with higher workloads and improvement priorities.
- Inappropriate work environment- Short and longer term accommodation issues impacting on practice environment required.

### **Recommendations for CMT:**

Note progress and agree proposed actions and agree to provide collective support across the organisation.

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>School Places Programme</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current</b> period	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/01/2014
<i>Previous month</i>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<i>05/12/2013</i>
Project start date:	01/09/2013		Anticipated project end date:	31/08/2021	



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

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2021. This report is split into strategic and delivery activities.

**Strategic Plan**

1. Project Initiation Document (PID) signed off by CMT.
2. Report presented to Education and Children's Services Scrutiny Panel on the projected demand for school places and the emerging strategy to answer this demand.
3. Final sign off of the annual School Capacity (SCAP 2013) return to the Department for Education (DfE). This includes current capacity information, forecasts, local expansion plans and budget information. This is used by the DfE to determine local requirements including capital funding allocations.

**Operational Delivery**

**Primary** – There are places available in all year groups and most in-year applicants are offered a place within 4 weeks.

- a) Supplier appointed to provide new classrooms at Castleview Primary for Easter 2014.
- b) Professional practice appointed to take forward the design of the new extension at Godolphin Junior.
- c) Tender returns assessed for a supplier to provide new classrooms at Penn Wood Primary.
- d) Ryvers Primary appointed an architect to take forward the design of their phase 2 expansion.

**Secondary** – There are places available in all year groups, either in Slough or in schools just outside the borough. Most in-year applicants are offered a place within 4 weeks. There is expected to be some pressure on places in Year 11 in 2014.

The 10 new places at Haybrook College have now been offered and any new applicants will be offered places at East Berkshire College.

**SEN** –

- a) Haybrook College re-provision and expansion is nearly complete and the school has started a phased transfer into the new accommodation.
- b) Expansion of Littledown School completed on site.

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

## Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013

### Strategy Plan

1. Continue discussions with Primary and Secondary Heads' groups on the need for further Free Schools in future years.
2. Further develop Strategic School Places Programme.

### Operational Delivery

3. Post tender notices for supply of new classrooms at Godolphin Junior, Baylis Court Nursery, Cippenham Primary and Ryvers Primary.
4. Post tender notice for professional practices to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary and St Anthony's RC Primary (phase 2).

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

#### **Early draft – detailed risk register being compiled**

1. **Control of Free Schools** - Slough can't control the approval and opening dates of new Free Schools. The new strategy is designed to be flexible enough to deal with this by agreeing a pipeline of projects that can be accelerated or slowed as required (see risk 6).
2. **Sites** - Identification of sites for new schools will continue to represent the biggest risk to opening new Schools. The limited availability of sites means that Slough will need to prioritise proposals for schools which are most likely to maximise places for Slough children.
3. **Land ownership** – The strategy will require that a number of sites in private ownership are acquired. This introduces cost uncertainty and the timing and achievement of purchases will be out of the control of the council.
4. **SEN places** – A proportionate number of SEN places are required which require specialist units so limiting the choice of sites and increasing costs for some proposals. There is an opportunity to encourage Free School promoters to create new resourced units for children with SEN within their bids for funding to the DfE.
5. **Programme funding** - Funding new schools is expensive, if new Free Schools aren't approved (these are externally funded) then this would put severe pressure on the Council's capital programme to meet its statutory duty in relation to school places.
6. **Delivery timeline** - From approval, large projects are likely to take at least 24 months to complete on site before opening places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.
7. **Changing demographics** - Demand for primary places are based on recent patterns, these may change and lead to a reduction in demand or births may start to fall. This is constantly monitored and any changes may suggest that projects are delayed or cancelled.
8. **Capacity** - Slough's capacity to deliver such a large expansion programme will need consideration.
9. **Delivery risk** - There is a risk projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand.
10. **Legal challenge** – The aim that new places are created for Slough pupils will need to adhere to the admissions Code of Practice.
11. **School performance** – Expansion projects can affect school performance in a number of ways including by distracting senior staff from focusing on teaching and learning and by putting pressure on the existing buildings and open spaces on the school site.

### Recommendations for CMT:

1. To note that recent tender submissions on a number of ongoing school expansion projects are exceeding the budget allocations and the original capital allocation model will be reviewed.
2. To note for the time being the scale and nature of the risks to successful delivery pending a comprehensive risk register and mitigation plan being drawn up.

**Appendix D: Council's Gold Project Updates as at 31<sup>st</sup> December 2013**

<b>The Curve</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			<b>Project MANAGER</b>	Executive Andrew Stevens Manager Mark Bradbury	
	Timeline	Budget	Issues & Risks	<b>OVERALL STATUS</b>	Date of update report
<b>December 2013</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	27/12/2013
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	29/11/2013
Project start date:	01/10/2013		Anticipated Project end date:	21/09/2015	
<p>A horizontal progress bar from 0% to 100%. The segment from 0% to approximately 10% is shaded blue and labeled 'Completed'. The remaining segment from 10% to 100% is shaded red and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor?    Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>1. On track in agreements with neighbouring landlords, including Criterion and St Ethelbert's.</li> <li>2. Financial close and completion of sign-off achieved on 11<sup>th</sup> December 2015.</li> <li>3. Press release on financial close.</li> <li>4. Capital budgets revised within target.</li> <li>5. Agreement with Joseph Holmes on projected impact of projects to avoid the need for revenue growth in 2015 (reduced running costs from Morgan Sindall estimates; increased income; administration and library efficiency savings). Projects initiated for delivery in good time for planning 2015/16 MTFS.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>1. Update and complete project plan and project documentation.</li> <li>2. Construction works start on site 13 January 2014.</li> <li>3. Completion of agreements with Criterion and St Ethelbert's church.</li> <li>4. Press photo call on start of work on site 13 January 2014.</li> <li>5. NEC software training 10 and 20 January 2014.</li> <li>6. Implement project management arrangements in Property for effect from 1 April 2014 until completion.</li> <li>7. Continue projects to define and minimise revenue cost running the Curve</li> </ol> <p>Key project dates include:</p> <ul style="list-style-type: none"> <li>• Construction start date: 13/01/2014 <ul style="list-style-type: none"> <li>○ Handover of new sub-station: 26/03/2014</li> <li>○ Handover of Queensmere toilets: 03/06/2014</li> <li>○ Handover of goods lift: 19/09/2014</li> <li>○ Handover of shopping centre entrance: 16/12/2014</li> </ul> </li> <li>• Contract completion / handover: 14/07/2015</li> </ul>					
<b>Key issues of <b>risk</b> / <b>obstacles to progress</b>:</b>					
<ol style="list-style-type: none"> <li>1. Risk of delay in neighbour agreements.</li> <li>2. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K retained in full to date).</li> <li>3. Potential slippage for weather and unplanned issues on site. 3 months allowed for in works programme.</li> <li>4. Final completion date amended to September 2015 to reflect 14 July 2015 handover date agreed at financial close and to allow for SBC work before service opens, including IT.</li> <li>5. Capacity of SBC's ICT support to meet deadlines and complete work on schedule throughout project.</li> </ol>					
<b>Recommendations for CMT:</b>					
<ol style="list-style-type: none"> <li>1. Note that main preparatory works on site will start in January.</li> <li>2. Note that projects have started to establish firm running costs and to minimise impact on the council's revenue budget.</li> </ol>					

**WELLBEING DIRECTORATE**  
**2013-14 Budget Summary**

**OVERVIEW:**

The Directorate's net controllable Revenue budget for 2013/14 is **£63.101m**. The projected total net expenditure after taking into account all known commitments is **£63.288m**. This represents an overspend of **£0.187m** (0.3%), an increase of **£0.153m** since November.

The Looked After Children outturn has increased by £115k and there is an additional employee related pressure of £40k on the Non Schools budget.

The latest summary table is shown below

<b>WELLBEING BUDGET MONITORING SUMMARY</b>						
<b>Service</b>	<b>Budget</b>	<b>Outturn</b>	<b>Diff</b>	<b>Last</b>	<b>Chg</b>	<b>%</b>
Adult Social Care	38,270	37,284	-986	-986	0	-3%
Public Health	-150	-711	-561	-561	0	374%
Central Management	-228	-228	0	0	0	0%
Children & Families	16,216	18,909	2,693	2,579	114	17%
Education (Non Schools)	9,413	8,454	-959	-998	39	-10%
Schools (DSG)	-420	-420	0	0	0	0%
<b>GRAND TOTAL</b>	<b>63,101</b>	<b>63,288</b>	<b>187</b>	<b>34</b>	<b>153</b>	<b>0.3%</b>

**Directorate summary of the 2013-14 financial year:** The current projected overspend is relatively small however this masks a significant pressure on the Children Looked After (Placement) budgets within Children and Families service. The total overspend within this service is **£2.7m**, although it is offset in part by savings within the Adult Social Care service of **£1m** and Education (Non Schools) of **£1m**.

**ADULT SOCIAL CARE**

**Explanation of variation from budget:** This division is expected to underspend by **£986k**. This is due to the careful application of additional resources received from the recent NHS Transfer plus savings on staffing and commissioning budgets.

<b>Adult Social Care</b>					
<b>SERVICE</b>	<b>Revised Budget</b>	<b>Outturn</b>	<b>Current Variance</b>	<b>Last Month</b>	<b>Change</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Safeguarding and Governance	243	140	-103	-82	-21
ASC Management & Business Support	485	410	-75	-4	-71
Access & Long Term I & S	2,544	2,346	-199	-139	-60
Re-ablement & Directly Provided Services	5,388	4,476	-912	-967	55
Mental Health	4,120	4,417	296	291	5
Commissioning Budgets	20,131	20,541	410	292	118
Commissioning & Contracts	5,360	4,955	-404	-377	-27
<b>TOTAL</b>	<b>38,270</b>	<b>37,284</b>	<b>-986</b>	<b>-986</b>	<b>0</b>



## Appendix E – P9 December 2013

**Progress against the 2013-14 Savings target:** This service is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below along with the RAG rating:

<b>ADULT SOCIAL CARE</b>	<b>Target £'000</b>
Savings from Resource Allocation System (RAS) implementation	-100
Transformational Strategy - Wellbeing	-990
Supporting People delivery changes	-25
Review of Care Packages	-120
Project manager for service redesign	-113
<b>TOTAL</b>	<b>-1,348</b>

## PUBLIC HEALTH

**Explanation of variation from budget:** Public Health is showing an underspend of **£516k**, unchanged from last month. This is due to the expected refund in respect of the School Nurses contract plus savings relating to the Chlamydia service and smoking cessation.

<b>PUBLIC HEALTH</b>					
<b>Detail</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>Current Variance</b>	<b>Last Month</b>	<b>Change</b>
<b>Expenditure</b>					
Employee costs	635	507	-128	-113	-15
Premises costs	12	12	0	0	0
Running costs	61	68	-4	7	-11
Projects	<b>4,444</b>	<b>4,171</b>	<b>-292</b>	<b>150</b>	<b>-442</b>
<b>Total</b>	<b>5,152</b>	<b>4,758</b>	<b>-424</b>	<b>44</b>	<b>-468</b>
<b>Income</b>					
Government Grant	-4,987	-4,988	0	0	0
Other Income	-315	-406	-92	-44	0
<b>Total</b>	<b>-5,302</b>	<b>-5,394</b>	<b>-92</b>	<b>-44</b>	<b>0</b>
<b>Total Net Budget</b>	<b>-150</b>	<b>-636</b>	<b>-516</b>	<b>0</b>	<b>-468</b>

## CHILDREN & FAMILIES

**Explanation of variation from budget:** This service is currently showing an overspend of **£2.693m**, an increase of **£115k** from the previous monitor. This is summarised in the table below.

CHILDREN & FAMILIES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Asylum Seekers	37	-6	-43	-43	0
Children Looked After	5,784	7,846	2,062	1,947	115
Commissioning & Social Work	5,586	6,833	1,247	1,247	0
Family Support Services	828	891	63	63	0
Other Children & Family Services	1,945	2,043	99	99	0
Youth Offending Team	556	568	12	12	0
Early Help	1,480	734	-746	-746	0
<b>Total</b>	<b>16,216</b>	<b>18,909</b>	<b>2,693</b>	<b>2,578</b>	<b>115</b>

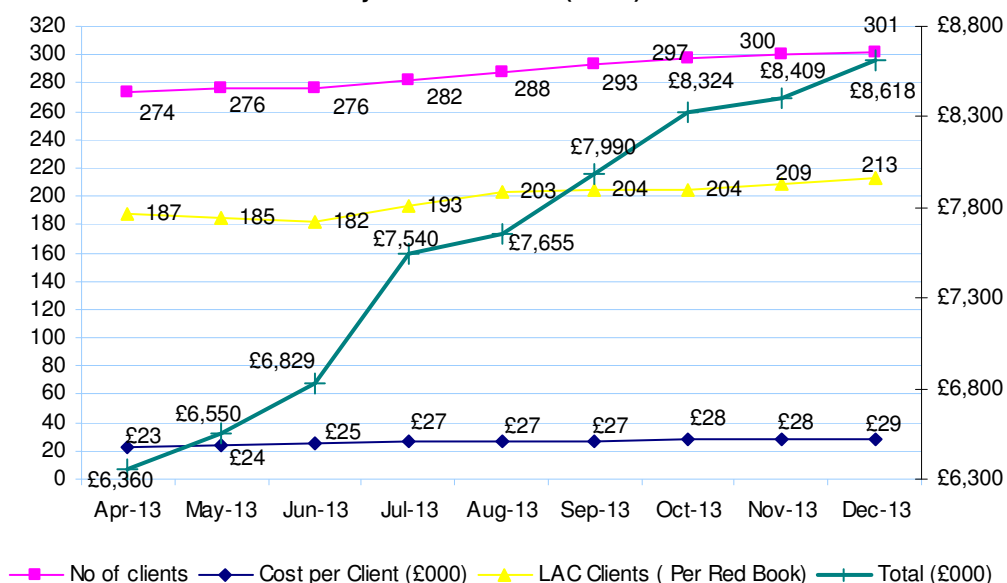
**Early Help**

This service now shows an underspend of **£746k** unchanged from last month overall this underspend is due to the many vacancies in this new service.

**Children Looked After**

Children Looked After shows an overspend of **£2,062k** up by £115k, this leaves a provision of over £150k for new commitments for the rest of the year.

LAC Projected Commitments, Client No's and Unit Costs by month for 13-14 (£'000)



The graph above clearly highlights the growing trend for commitments, client no's and unit costs. Commitments currently stand at £8.6m, an increase of £0.2m from last month and 3.5% (5.2%) increase in a rolling 3 month period. The equivalent increase in the no of clients is 1.4% (2.4%), but 9.9% (9.5%) from the beginning of the year.

The increase in commitments of £209k is due to 2 new short term mother and baby placements of £76k, an extension to a residential placement £46k and transfer of client from IFA to a secure placement £87k. In addition, emergency arrangements to find temporary accommodation for a vulnerable client at a cost of £7k have been

## Appendix E – P9 December 2013

included in the outturn. The continuing trend has resulted in an adverse variance of £115k in the December monitor.

### Commissioning and Social Work

The Commissioning and Social Work service shows an overspend of £1,247k for December (£1,247k November). This overspend relates to staffing of £968k, Legal Fees of £274k and other pressure of £5k.

### Staffing – Overspend £870k in December (£870k Nov)

The Table below shows the establishment by cost centre and compares the permanent and agency staff that cover the budgeted posts and the resulting variance in no's and projected Variance in monetary terms. The total staffing overspend in Commissioning and Social work of £968k (as above), less the saving in Early Help staffing of (£98k) keeps the overspend at £870k.

Cost Centre	Estab'mt	Perm	Agency	Total	Variance No	Not Filled	Variance £000
Management Team	9	4	7	11	2	0	-117
BSO Team	14	14	1	15	1	0	42
Duty/ Hospital Team	14	4	6	10	-4	4	-98
CIN Team 1	7	3	5	8	1	0	61
CIN Team 2	7	3	5	8	1	1	110
CIN Team 3	7	3	5	8	1	0	126
CIN Team 4		3	5	8	8	0	100
Protection Care Team 1	7	4	3	7	0	0	63
Protection Care Team 2	7	3	4	7	0	0	74
Protection Care Team 3	6	1	6	7	1	0	150
Protection Care Team 4		0	3	3	3	4	75
LAC Leavers Team	11	10	3	13	2	0	168
IRO / Safeguarding	8	4	3	7	-1	1	155
PAT Team	4	1	0	1	-3	3	-39
<b>Total</b>	<b>101</b>	<b>57</b>	<b>56</b>	<b>113</b>	<b>12</b>	<b>13</b>	<b>870</b>

The £870k overspend includes 400k approved by senior management in assisting to reduce the case load of the current staff by employing more Social Workers and is being closely monitored in the coming months. Management action is being monitored closely to ensure that the budget is managed within existing resources.

**Progress against the 2013-14 Savings target:** This service has a single savings target and is expected to fully achieve this by the end of the year.

## EDUCATION (NON SCHOOLS)

**Explanation of variation from budget:** The Directorate's net controllable revenue budget for 2013/14 is **£9.480m**. The projected total net expenditure is **£8,454m** and represents an underspend of **£964k** which is a favourable movement of £48k from last month.

The main changes are within the retained service. Increased costs within the LDD service area is offset by an additional underspend for the services outsourced to Mott Macdonald. This is for the first six months of the year when services were within SBC

EDUCATION (NON SCHOOLS)					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Retained Offer (Core)	2,294	1,983	-311	-241	-70
Schools Offer (Core)	7,086	6,439	-648	-757	109
<b>Total</b>	<b>9,380</b>	<b>8,422</b>	<b>-959</b>	<b>-998</b>	<b>39</b>

**Progress against the 2013-14 Savings target:** This service is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below:

EDUCATION (NON SCHOOLS)	Target £'000
Previous years underspends - full year effect Wellbeing	-150
ELG savings identified Ph 1 post grant reduction	-700
Services to Schools Review	-200
<b>TOTAL</b>	<b>-1,050</b>

## CENTRAL MANAGEMENT

**Explanation of variation from budget:** This area is expected to spend to budget as shown below.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Central Management</b>					
Management	-228	-228	0	0	0
<b>TOTAL</b>	<b>-228</b>	<b>-228</b>	<b>0</b>	<b>0</b>	<b>0</b>

## SCHOOLS (DSG)

**Explanation of variation from budget:** This is a ring fenced budget and as such any variations are carried forward to the new financial year. However, the service is currently expected to breakeven.

SCHOOLS (DSG)				
SERVICE	Budget £k	Outturn £k	Variance £k	Variance %
Schools Block	49,877	49,877	0	0
Schools Block De-delegated	367	367	0	0
High Needs Block	19,106	19,106	0	0
Early Year Block	10,868	10,868	0	0
Grants	-80,639	-80,639	0	0
<b>Net Expenditure</b>	<b>-417</b>	<b>-417</b>	<b>0</b>	<b>0%</b>

## Budget Monitoring

### Customer and Community Services:

Revised Budget £19.691m, Forecast Outturn £19.161m, underspend £530k (2.69% of the budget)

### Customer and Community Services: Departmental Summary

Department	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	3,363	3,074	(289)	-8.6%	(5)
Community and Skills	6,850	6,327	(523)	-7.6%	(30)
Enforcement and Regulation	6,462	6,503	41	<b>0.6%</b>	(83)
Strategic Management	501	477	(24)	-4.8%	(24)
Corporate Procurement Team	287	272	(15)	-5.2%	5
Transactional Services	2,228	2,508	280	<b>12.6%</b>	30
<b>Total</b>	<b>19,691</b>	<b>19,161</b>	<b>(530)</b>	<b>-2.69%</b>	<b>(107)</b>

### Directorate Summary for the 2013/14 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an under spend position of £530k, largely due to the £498k one-off additional in-year savings put forward in November, plus the transfer of the Parks and Open Spaces service into CCS with a £32k favourable variance. Details are given below:

#### **Service: Customer Services, IT and Information Governance**

##### Explanation of variation from budget:

The favourable variance of £289k reflects staffing vacancies and in-year one-off additional IT savings of £190k.

#### **Service: Community and Skills**

##### Explanation of variation from budget:

The projected underspend of £523k is due to £115k compensation to the contractor for loss of income whilst the pool is closed at Montem for repairs, offset by a £43k underspend in staffing vacancies and supplies, £198k additional income from cemeteries and cremations and an £156k underspend on Youth Services due

to savings arising from the Staffing restructure plus £209k additional one-off in year savings and £32k salary underspend from the transferred Parks and Open Spaces service; the restructure should generate annual savings in staff costs of over £150k.

Identification of any income pressures:

Loss of income from the temporary closure of the pool at the Montem Leisure centre will result in a compensation payment to the contractor. This has been reflected in the outturn.

**Service: Enforcement and Regulation**

Explanation of variation from budget:

The £41k projected overspends in this service area comprise the following:

- £119k funding pressure for the CCTV service
- £58k pressure in Safer Communities Initiative
- £50k income pressure for on-street parking due to private parking and free parking after 3pm
- £20k pressure on electricity costs for car parks
- £260k income pressure for car parks due to closures and non-renewal of season tickets
- £60k pressure from late billing of business rates
- Projected £100k underspend on cessionary fares
- £50k underspend on NLIS contract fee
- £62k underspend on Ordnance survey
- £114k underspend on salaries etc
- £40k surplus contribution from Building Control
- £70k savings on transport planning
- £89k additional in year savings identified in November.

**Service: Corporate Procurement Team**

Explanation of variation from budget:

The favourable underspend is due to a vacant post which has still to be filled and a one-off recharge to the HRA for the Interserve contract review, offset by agency staff costs.

**Service: Transactional Services**

Explanation of variation from budget:

Within the transactional service area, there are emerging pressures, including project work outside the normal contract, which will be reported separately. A funding gap of £2.7m has been identified and funding sought. In addition, the £280k overspend is a recognition that the £250k 2013/14 savings target for phase 2 transactional savings will not be achieved and that there will be a small budget overspend against year 1 of the phase 2 contract.

## Regeneration, Housing and Resources Directorate: 2013-14 Monthly Summary

Overview: P9 – Dec '13

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Strategic Management	317	377	60	18.9%
Corporate Resources	1,696	1,711	15	0.9%
Housing and Environment	14,620	14,390	(230)	-1.6%
Estates Regeneration	7,789	7,701	(88)	1.1%
<b>Total Regeneration, Housing and Resources</b>	<b>24,422</b>	<b>24,179</b>	<b>(243)</b>	<b>-0.1%</b>

**Directorate summary for the 2013-14 year to date**

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an under spend position of £243k, after accounting for a net £536k of allocated Corporate Growth and Savings for 2013/14.

**Service: Housing and Environment**Explanation of variation from budget:

The £230k favourable variance includes the £150k additional savings from the Amey 2013 profit share and the Lakeside Efw credit, a £70k staffing underspend from the Neighbourhood Enforcement Team (NET), and an £10k forecast underspend from the Housing General Fund service reflecting staffing vacancies and a projected overspend on Homelessness.

**Service: Estates and Regeneration**Explanation of variation from budget:***Property Service***

The previously report net pressure of £4k is now converted to a £58K under spend. This is the combination of £45K under spend due to a shift in focus from planned corporate repairs and maintenance to emergency repairs only and £13K efficiency savings.

***Facilities & Corporate Landlords***

The £171K net saving is mainly the gross savings of £159K from HRA Recharge Income for the Housing Team's accommodation at The Centre and The Landmark Place and £12K attributable to efficiency savings as a result of reduced cost of utilities due to re-negotiated procurement contracts for St Martin's Place and the Community Centres.

The above budgets were realigned as there were savings in some areas and overspends in others. It was deemed prudent to re-profile these rather than put growth bids in for next year as the overall bottom line for FM is sufficient.

***Highways Engineering***

The service budgets are projected to be on target as in-year savings are factored into setting the respective budgets. Additional £100K in-year savings identified in respect of vacancies resulting in £50K underspend and £50k due to over-recovery of developer income.

***Asset Management***

The previously reported net overspend of £336K is reduced to £242K. This £94K saving relates specifically to reduced costs from a combination of £43K saving necessitated by the early termination of consultancy contracts due to directorate restructure and £51K from a reduction in the overall consultancy projected costs.

There is £87K under spend at this point in time from the Bus Station following a review of the budgets.

**Progress against the 2013-14 Savings targets:**

Highways Engineering initially projected full compliance with in-year savings factored into the service budgets. However the service now anticipates a further in-year savings of £100K. This comprises £50K staffing costs saving due to vacancies and developer income over-recovery of £50K. These savings have been reported and formed part of the 13-14 in year savings to help close the budget gap.



**CHIEF EXECUTIVE**  
**2013-14 Budget Summary**

<b>Service</b>	<b>Budget / £k</b>	<b>Forecast Outturn / £k</b>	<b>Variance / £k</b>	<b>Variance / %</b>
<b>Chief Executive</b>	<b>321</b>	<b>321</b>	<b>0</b>	<b>0.0%</b>
<b>Communications</b>	<b>477</b>	<b>400</b>	<b>(77)</b>	<b>-16.1%</b>
<b>Policy</b>	<b>657</b>	<b>657</b>	<b>0</b>	<b>0.0%</b>
<b>Professional Services</b>	<b>3,122</b>	<b>3,122</b>	<b>0</b>	<b>0.0%</b>
<b>Total Chief Executive</b>	<b>4,577</b>	<b>4,577</b>	<b>(77)</b>	<b>-1.7%</b>

**Directorate summary for the 2013-14 year to date**

At this point in time the Chief Executive's Directorate has identified additional savings over and above their efficiency targets and is reporting a small underspend of £77k in the current year.

**CORPORATE SERVICES**  
2013-14 Budget Summary

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Corporate and Democratic Core	(205)	(205)	0	0.0%
Pensions	467	1,127	660	141.3%
Benefits Paid and Subsidies	(411)	(411)	0	0.0%
Housing Act Advances / Equity Share Scheme	(1)	(1)	0	0.0%
<b>Total</b>	<b>(150)</b>	<b>510</b>	<b>660</b>	<b>440.0%</b>

**Directorate summary for the 2013-14 year to date**

Explanation of variation from budget:

	<b>£M</b>	<b>£M</b>
<b>Contingency Budget</b>		3.00
<b>Additional Income</b>		
Fees and Charges	0.20	
Insurance Fund	0.20	
improved treasury management returns through investment in the pension fund	0.30	
Treasury management Additional Interest	0.10	
Unutilised Future budget requirements	0.44	
<b>Total Additional Income</b>		1.24
<b>Additional Pressures</b>		
Phase 1 Transactional Services Additional Base Budget above estimates	(2.70)	
Carbon Reduction Commitment	(1.80)	
Homelessness Grant	(0.20)	
<b>Total Additional Pressures</b>		(4.90)
<b>Budget Overspend</b>		<b>(0.66)</b>

**ADDENDUM TO ITEM 4: MEDIUM TERM FINANCIAL STRATEGY 2014-18***RE: PAGE 85, NOTE 5 OF THE AGENDA***BETTER CARE FUND  
Interim Update Report****1.0 Background**

In the 2013 chancellor's Spending Round a £3.8 billion fund was announced for 2015-16 for integrating health and social care services. This fund is known as the 'Better Care Fund' (formerly known as the Integrated Care Fund) and comprises of:

- £1.9b existing funding continued from 2014-15
- £130m Carers' Breaks funding
- £300m CCG re-ablement funding
- £350m capital grant funding including £220m Disabled Facilitates Grant
- £1.1b existing transfer from health to social care
- £1.9b new funding from NHS allocations, which includes £1b performance, related funding.

**2.0 Better Care Fund (BCF) & the Care Bill**

The funding of the Care Bill 2013 – 14 will also form part of the responsibilities of the Better Care Fund. It was announced as part of the Spending Round that the Better Care Fund would include funding for costs to councils resulting from care and support reform. This money is not ring-fenced, but local plans should show how the new duties are being met; £50m of the capital funding has been earmarked for the capital costs (including IT) associated with transition to the capped cost system, which will be implemented in April 2016; £135m of revenue funding is linked to a range of new duties that come in from April 2015 as a result of the Care Bill. Most of the cost results from new entitlements for carers and the introduction of a national minimum eligibility threshold, but there is also funding for better information and advice, advocacy, safeguarding and other measures in the Care Bill. The full implications for Slough of the implementation of the Care Bill have still to be confirmed and an update on progress will be provided to Cabinet when this is clearer.

**3.0 Better Care Fund Outcome Measures**

The Spending Review also agreed that £1bn of the total £3.8bn available nationally would be linked to achieving outcomes. These outcome measures are:

- Delayed transfers of care;
- Emergency admissions;
- Effectiveness of re-ablement;
- Admissions to residential and nursing care;
- Patient and service user experience

- And one further locally agreed outcome measure from a pick list provided by NHS England. Sloughs suggested chosen measure is *improving the health-related quality of life for people with long-term conditions*.

#### 4.0 Pooled Budget & Funding

The purpose of the BCF is to create a health and local authority pooled budget which brings together services for adults in order to improve integrated and holistic working and improve outcomes for service users. The initial estimate for Slough's allocation of the BCF was £7.030. After the Autumn Statement this was revised to £8.762m. This is detailed in the table below.

Better Care Fund Planning Announcements Slough CCG and Slough BC				
DESCRIPTION	Original Estimate £'m	Revised Estimate		
		Local Authority £'m	NHS £'m	TOTAL £'m
<b>Pass Through Funding</b>				
2013/14 S256 Funds	1.850		1.850	<b>1.850</b>
2015/16 Government Transfers Capital	0.670			
2015/16 Disabilities Facilities Grant		0.407		<b>0.407</b>
2015/16 Social Care Capital Grant		0.287		<b>0.287</b>
<b>Total</b>	<b>2.520</b>	<b>0.694</b>	<b>1.850</b>	<b>2.544</b>
<b>Impacting CCG Budgets</b>				<b>0.000</b>
2014/15 Additional S256 Transfer	0.380		0.430	<b>0.430</b>
Carers Break Funding	0.250			<b>0.000</b>
Re-ablement Funding	0.280			<b>0.000</b>
Core CCG Funding	3.600		5.706	<b>5.706</b>
Difference between s256 & 15/16 BCF			0.082	<b>0.082</b>
<b>Total</b>	<b>4.510</b>	<b>0.000</b>	<b>6.218</b>	<b>6.218</b>
<b>GRAND TOTAL</b>	<b>7.030</b>	<b>0.694</b>	<b>8.068</b>	<b>8.762</b>

For 2014/15 the minimum BCF for Slough is **£2.23m**, for 2015/16 the minimum BCF for Slough will be **£8.762m**.

#### 5.0 Payment for Performance

50% of the pay-for-performance element for the BCF will be paid at the beginning of 2015/16, subject to Slough Wellbeing Board adopting a plan that meets the national conditions by April 2014, and on the basis of 2014/15 performance. The remaining 50% will be paid in the second half of the year and will be based on performance against nationally and locally determined metrics. The detail of how this will work is still being agreed nationally and will include any locally agreed measures.

#### 6.0 Proposal for Slough

Locally the aim is for more than the minimum of the funding to be part of the BCF. For 2014/15 this will include additional health budgets that support the delivery of community equipment and intermediate care services and also an additional investment of a further £430k and additional social care budgets that support the delivery of intermediate care services.

The priorities for the use of the funding in 2014/15 will be to:

- improve performance in the key outcome measures

- sustain and support existing services and financial commitments
- support the delivery of efficiency savings in health and social care
- continue investment in the additional winter pressures services that have been developed during this winter in delivering improved outcomes for admission avoidance and delayed transfers of care
- review the range of intermediate care services that are commissioned by the NHS and SBC and make recommendations for an integrated service
- invest in an improved Falls Service and an improved sensory impairment service
- provide infrastructure and resources support to manage the integration programme.

The proposed local programme will give the following allocations

<b>PROPOSED BETTER CARE FUND FOR SLOUGH 2014/15 &amp; 2015/16</b>		
<b>DETAIL</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Health Budgets</b>	£'m	£'m
Carers	0.210	0.210
Community Equipment (s75)	0.583	0.583
Intermediate Care (s75)	0.857	0.857
CCG Matching Funding (s256)	0.430	0.430
Oaks EMI		0.076
Henley Suite		0.247
Foot Care		0.014
CCG Additional BCF Contribution		3.371
<b>Sub Total</b>	<b>2.080</b>	<b>5.788</b>
<b>Local Authority Budgets</b>		
s256 Funds continued from 2013/14	1.850	1.850
Additional s256 Transfer	0.430	0.430
Disabled Faculties Grant		0.407
Social Care Capital Grant		0.287
Intermediate Care	1.000	1.000
<b>Sub Total</b>	<b>3.280</b>	<b>3.974</b>
<b>GRAND TOTAL</b>	<b>5.360</b>	<b>9.762</b>

## 7.0 Next Steps

Members are requested to consider and comment on the direction of travel for the BCF for 2014/15 and 2015/16, subject to the agreement of the BCF plan at the March Wellbeing Board and a recommendation from the Wellbeing Board to the Cabinet to approve the plan. The Cabinet will receive a further report at 14<sup>th</sup> April 2014 that will provide more detail on 2014/15 plans and also outlines plans for 2015/16.

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