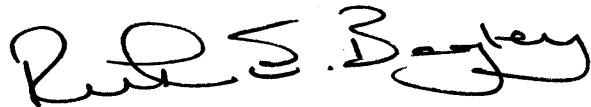


Date of issue: Monday, 17 November 2014

MEETING:	CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 17TH NOVEMBER, 2014 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART I



Apologies for absence.

1. **Declarations of Interest**

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

2.	Minutes of the Meeting held on 13th October 2014	1 - 6	
3.	Memorandum of Understanding in Relation to Children's Services	7 - 26	All
4.	Medium Term Financial Planning 2015-19	27 - 38	All
5.	Financial & Performance Report - Q2 2014-15	39 - 114	All
6.	References from Overview & Scrutiny	To Follow	All
7.	Notification of Forthcoming Decisions	115 - 124	All

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

Cabinet – Meeting held on Monday, 13th October, 2014.

Present:- Councillors Anderson (Chair), Carter, Mann, Munawar, Parmar, Sharif and Swindlehurst

Also present under Rule 30:- Councillor Smith

Apologies for Absence:- Councillor Hussain

PART 1

37. Declarations of Interest

No declarations were made.

38. Minutes of the Meeting held on 15th September 2014

Resolved – That the minutes of the meeting of the Cabinet held on 15th September 2014 be approved as a correct record.

39. Windsor Road Regeneration Scheme Update

The Head of Asset Management introduced a report updating Members on the progress made on the regeneration of Windsor Road since the Cabinet decided on 15th September 2014 to work collaboratively with Shanly Homes Limited (MSH) on the comprehensive redevelopment of the area.

The Cabinet had agreed to dispose of the Council's interest in 81-12 Windsor Road to realise the long term objectives of the road widening scheme and regeneration of properties from 81-127 Windsor Road. The Heads of Terms had subsequently been agreed with Sorbon Estates, the subsidiary of MSH, that owned the properties to the south of the site and the access land to the rear of the property, which is subject to planning permission for a scheme for circa 110 flats. In response to the issues raised by Cabinet on 15th September 2014, it was confirmed that the agreement included a stipulation that development commence within three years of planning permission being granted; a planning clawback on the vendor if the scheme exceeded more than 110 two bedroomed flats; and a profit share with SBC if the net development profit was more than 17.5% of the schemes Gross Development Value. Members attention was drawn to the legal implications set out in section 5(e) which detailed the requirements in terms of appropriating the relevant land for planning purposes and this was agreed.

The Cabinet considered a range of issues including the proposed timescales for the planning process and redevelopment; the working relationship with MSH; and the funding arrangements for the road widening scheme. It was noted that whilst the capital receipt from the disposal was not ring fenced for the road widening scheme, provision had been made in the Capital Programme. Commissioners welcomed the progress that had been made in

reaching an agreement that would both facilitate the long term aspiration for a road widening scheme as well as securing the delivery of a comprehensive redevelopment of a key gateway site. Members also emphasised the importance of proactive communication with local residents now that the progress update was in the public domain.

Resolved –

- (a) That progress with the proposed sale be continued, conditional upon planning consent, at existing use value, to Shanly Homes Limited and/or its asset holding subsidiary with a view to comprehensive redevelopment of the area for private residential use, and
- (b) Seek to appropriate Council land to planning purposes to facilitate this as detailed in section 5 (e) of the report.

40. Leisure Strategy

The Assistant Director, Community & Skills introduced a report updating Commissioners on the implementation of the Leisure Strategy approved by the Cabinet in July 2014.

The strategy aimed to get ‘more people, more active, more often’ and Commissioners were advised of the progress made in relation to the modernisation of core leisure facilities and implementation of a community based programme of activity that delivered leisure opportunities in open spaces and community venues. Members were also advised that the full 5-year implementation plan for the leisure strategy was on track to be considered by Cabinet in December 2014. Since the Cabinet had agreed to refurbish the ice arena at its meeting in July, a full structural survey had been completed and Morgan Sindall had been engaged to develop designs and plans to take account of the site layout and future development opportunities at the Montem Lane site. The project budget of £3.5m would deliver a wide range of improvements including a two-storey extension with frontage on the A4, a new reception area with space for a café and potential space for the leisure contractor to introduce adventure activities. The initial outcomes of the Community Sport Activation Fund ‘Get Active’ programme were also reported and it was noted that launch events had been held and 80 people had registered with the scheme to date.

The Commissioner for Community & Leisure welcomed the progress that had been made and emphasised the ambition to maximise the linkages between strategies for leisure, parks and health & wellbeing. The Cabinet noted the report and agreed to widen the delegation to both the Assistant Directors for Community & Skill and Assets, Infrastructure and Regeneration, following consultation with all relevant Commissioners to demonstrate the corporate buy in to the delivery of the Leisure Strategy.

Resolved –

- (a) That the Assistant Director for Community & Skills and the Assistant Director for Assets, Infrastructure & Regeneration be authorised to implement the next steps as set out in section 9 of the report, following consultation with the Commissioners for Community & Leisure, Neighbourhoods & Renewal, Environment & Open Spaces and Health & Wellbeing, including:
- i. Agree the best scheme for the ice arena for the budget available, working initially with Morgan Sindall through the Slough Regeneration Partnership.
 - ii. Develop and assess options to make a recommendation for a new leisure centre.
 - iii. Develop a 5 year implementation plan for the leisure strategy.

41. Arrangements for School Expansion: Langley Grammar School

The Chief Executive introduced a report seeking approval to fund a one form of entry expansion of Langley Grammar School from Basic Needs Grant in association with other major works for which the school was seeking national funding.

The Cabinet noted that the school's bid for inclusion on the Department for Education's Priority School Building Programme 2 would, if successful, result in a major rebuilding of the school and it was considered that expanding the school at the same time would both cost-effective and efficient. The proposals included the creation of much needed new SEN provision. Commissioners also noted that the funding allocation for new school places in Slough was sufficient to support the funding required for this proposal and the investment offered an opportunity to meet the growing demand for secondary school places in the borough.

In order to satisfy the principles in Slough's school places strategy relating to the balance of selection and non-selective places, some changes to Langley Grammar's admissions policy would be required. A number of adjustments had already been agreed from September 2015 and further options were being positively explored between officers and the school.

After due consideration, the Cabinet agreed to support the proposal which it believed would help meet the rising demand for secondary school places and SEN provision, and offered an opportunity to increase the number of Slough children at the school. It was agreed that the Chief Executive be given delegated authority to conclude the agreement including any adjustments to the school's admissions policy.

Resolved –

- (a) That a maximum of £3,000,000 of grant funding (Basic Needs Grant) be allocated to fund construction of one form of entry at Langley Grammar School; and
- (b) That the Chief Executive, following consultation with the Leader of the Council and Commissioner for Education, be given delegated authority to agree the final sum, based on construction costs, and any conditions including appropriate changes to the school's admissions policy.

42. War Memorial Maintenance

The Communications Manager introduced a report regarding the funding arrangements for the maintenance works carried out to a number of the Borough's war memorials in advance of the World War 1 Centenary commemorations in August.

The Cabinet noted that maintenance to clean and tidy four town memorials at Langley Memorial Ground, St Peter's Church, College Green and St Mary's Church at a total cost of £8,394.60 had been supported by the general fund due to the tight timescales and the possibility of extra work being undertaken. Members were asked to make a recommendation to full Council, as trustee of the charity, that the general fund be reimbursed for £8,394.60 from the War Memorial Garden Trust established to maintain the town's memorials.

Speaking under Rule 30, Councillor Smith asked a number of questions about the work that had been carried out and the rationale for the proposed delegation of future approvals. In response, it was noted that the delegation would ensure that any future maintenance could be carried out swiftly, following the necessary professional advice and agreement of the relevant parties.

Commissioners agreed to recommend the reimbursement to Council and to further recommend that the Head of the Legal Services be given delegated authority to approve expenditure of less than £10,000 in the future.

Recommended –

- (a) That the amount spent on maintenance of the war memorials from the general fund be reimbursed from the War Memorial Garden Trust; and
- (b) That any individual item of expenditure of less than £10,000 from the War Memorial Garden Trust be approved by the Head of Legal Services following consultation with the Commissioner for Neighbourhoods and Renewal.

43. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

44. Notification of Forthcoming Decisions

Commissioners considered the Notification of Key Decisions published for the period between October to December 2014. The Cabinet agreed to endorse the Notice and add a further report to the November Cabinet in relation the Memorandum of Understanding with the Department for Education regarding the arrangements for Children's Services in the Borough.

Resolved –

- (a) That the published Notification of Decisions be endorsed.
- (b) That the Cabinet receive a report on the Memorandum of Understanding with the Department for Education on Children's Services in Slough at the next meeting in November 2014.

45. EXCLUSION OF PRESS AND PUBLIC

Resolved – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

46. Part II Minutes - 15th September 2014

Resolved – That the minutes of the Part II meeting of the Cabinet held on 15th September 2014 be approved as a correct record.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 7.06 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th November 2014

CONTACT OFFICER: Ruth Bagley, Chief Executive
Amardip Healy, Head of Legal Services

(For all enquiries) (01753) 875017

WARD(S): All

PORTFOLIO: Cllr Pavitar Kaur Mann, Commissioner for Education and Children

**PART I
KEY DECISION**

MEMORANDUM OF UNDERSTANDING IN RELATION TO CHILDREN’S SERVICES

1 Purpose of Report

1.1 To seek authority to allow the Council to enter into a Memorandum of Understanding with the Secretary of State for Education to enable the externalisation of the Council Children’s Services functions to a new organisation to be designed in consultation with the Council.

2 Recommendation(s)/Proposed Action

2.1 The Cabinet is requested to:

- (a) Note the Direction dated 7.10.2014 from the Secretary of State for Education directing the Council to set up an external provider to deliver the Council’s Children’s’ Services functions
- (b) Approve the Memorandum of Understanding between the Secretary of State and the Council
- (c) Authorise the Chief Executive to make any necessary textual and other amendments following consultation with the Leader of the Council and Cabinet member and to sign the Memorandum of Understanding attached at Appendix A
- (d) Confirm it requires regular updates on the progress on the externalisation of the Council’s Children’s Services functions

3 The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

3.1 The aim of externalising Children’s Services is to secure sustained quality and improvement in the service so securing the wellbeing of vulnerable children and young people. This should achieve outcomes under the Wellbeing Strategy’s priorities of Safer Communities, Health and potentially Economy and Skills and Housing.

4 Other Implications

Financial

- 4.1 There are likely to be significant financial risks to the Council as a result of the externalisation of Children's Services. The Council and the Secretary of State will carry out due diligence to identify these risks and to mitigate them if possible.
- 4.2 There are very significant interim costs to the Authority as a result of having to comply with the terms of the Direction as well as the additional running costs of the new external provider. These will include and arise from the overheads of the new organisation, the reduction in economies of scale for the Council, the scale or scope of services externalised and the necessary project capacity to enable the design, establishment and transfer. These costs, if borne by the Council, could have an impact on its financial viability. The Secretary of State has confirmed that such costs will not have to be borne by the Council and local taxpayer. The Council will act rigorously and fairly in securing this outcome.
- 4.3 The Council will be expected to fund the new organisation to a similar level as the current service although taking account of the Council's savings targets. Being a separate organisation the Council will have to ensure it avoids any state aid implications arising from any funding or budget setting arrangements.
- 4.4 Similarly, under the New Burdens Doctrine, there will need to be an assessment of any additional strain on council tax resources, over and above the initial set up costs as a result of any new burden being imposed by the Secretary of State from externalisation of children's social care functions. It would be expected that any shortfall will be met by central government and not by the local authority itself. .

Risk Management

Risk	Mitigating action	Opportunities
Legal There are a number of legal risks arising from the externalisation. These include risks that the governance arrangements, scope and the nature of the organisation adopted, client arrangements etc do not allow the Council to exercise its statutory accountability effectively. There are also risks to the Council arising from a Direction which requires the Council to bypass procurement routes or bypass good practice in public sector appointments.	The Council has sought that the MoU sets out the means by which the risks arising from the nature of the arrangements will be reduced and how the Council will be protected against the procurement and employment risks See 4.7 and 4.10 below.	

Risk	Mitigating action	Opportunities
Property Accommodation for the new body will be a key issue.	The MoU sets out the means by which this will be agreed	
Human Rights See below		
Health and Safety		
Employment Issues Council staff will be transferred to the new organisation and will be concerned about their future and future terms and conditions	This will be a TUPE transfer of employees. Staff will take with them their current terms and conditions, their pensions and continuous employment rights. A programme of staff engagement and communication will be undertaken. The draft Memorandum of Understanding provides for this.	
Equalities Issues See below		
Community Support The understanding and engagement of the community and particularly of stakeholders and partners will be critical to the success of the venture	A programme of community and stakeholder consultation will be discussed with the DfE.	
Communications As above		
Community Safety		
Financial See above at 4.1 to 4.4		
Timetable for delivery The Council's experience of major externalisation suggests that 18 months will be the necessary period to manage and minimise the risks of externalisation	The Council will seek to negotiate a realistic timescale for the design and establishment of the new organisation and transfer to it. The draft Memorandum of Understanding provides for how and when the timetable will be agreed.	
Project Capacity The Council's experience of major externalisation is that a full project team involving a range of senior professional officers will be required to support the design and establishment of the new organisation and transfer to it. The	A project team is being established by the Council led by the Strategic Director of Customer and Community Services who has considerable experience in this field. It will be populated by existing staff or appointees dedicated to the project. Staff roles will be backfilled where necessary. The reasonable costs	

Risk	Mitigating action	Opportunities
Council does not have the capacity to support a project of this scale in addition to the other projects the Council has in programme including the budget programme	of the project team will met by the Secretary of State.	
Other		

- 4.5 There are a number of significant risks arising from the creation of an independent organisation for the delivery of Children’s Services. However, there is the potential to create an organisation entirely focused on Children’s Services and this may bring innovation and new expertise which the Council within its resources alone may not achieve. Similarly, the Council continues to make steady improvement in delivery of Children’s Services and needs to remain focused on improvement whilst not becoming distracted on the work to externalise the services. There is the potential that a hiatus in improvement will be created by the transfer to and launch of the new organisation and we need to guard against that. The test of the new organisation will be whether it can in the medium term deliver greater and more sustainable improvement than can the Council through its slow and steady approach.

Human Rights Act and Other Legal Implications

- 4.6 The Secretary of State has exercised her powers under The Education Act 1996 in relation to the Council’s children’s service functions. The full scope and extent of these functions has not been finalised.
- 4.7 The legislative provisions allow either the Secretary of State to exercise the functions or give the Council such directions as the Secretary of State thinks expedient to enable the functions to be performed to an adequate standard.
- 4.8 Through the Direction, the Secretary of State has directed that a separate organisation be set up to carry out, what will be some of the Council’s children’s services functions. There will be no procurement exercise for the design or selection of the new organisation. The Council has therefore sought the necessary assurance that it will not be liable for any breach of procurement requirements.
- 4.9 It is expected that this organisation will then have a contract with the Council to deliver children’s social care functions. Although there is reference to this body as a “Trust” in the Direction, it is not expected that such a body would take the legal form of a trust.
- 4.10 Pending the set up of this external organisation, the Secretary of State has appointed a Commissioner, Ms Eleanor Brazil to establish the new organisation. The Commissioner is also tasked secure improvement in the Council’s performance of its children’s social care functions.
- 4.11 With the external organisation model, the Council would retain all its legal liabilities for the statutory duties. However, since the Secretary of State has made it very clear that he expects to see the services “out of council control”, the Council may have limited control over how the children’s social care functions are delivered or indeed to be able to hold to account the new organisation any failings. However, it

will not be until details over the nature of the new organisation, the services that are to fall in scope and the nature and extent of the Council's legal relationship with the new body have all been agreed, that the full legal implications for the Council will be known. Reports will be brought back to Cabinet to approve each key step at which time there will be a full assessment of the legal implications of such step.

- 4.12 Being public bodies, the Council and DfE must comply with the Public Sector Equality Duty (PSED). The implications the PSED will be covered in the key step reports to Cabinet.
- 4.13 The Memorandum of Understanding is not a legally binding document. However, the Department of Education have maintained their position that the Secretary of State is able to terminate the Memorandum of Understanding. This is not accepted. Should the Secretary of State (or indeed the Council) terminate the Memorandum of Understanding it is likely that the Secretary of State will take direct control of children's services.

Equalities Impact Assessment

- 4.14 An EIA is needed and will be carried out once the outcome of detailed discussions confirms the exact nature and extent of services that are to be impacted.

Workforce

- 4.15 There will be significant implications for the Council's workforce. The externalisation of the service area will involve a transfer of current employees to the new organisation which will take over the running of the service. There may be implications for other staff that currently undertake a support function for the service area. Until the Secretary of State confirms the scope of the functions to be externalised, the Council is unable to start any consultation processes. The draft Memorandum of Understanding provides for a TUPE transfer.

Outstanding concerns

- 4.16 The Board members are likely to be remunerated for their services and that this cost will fall on the contract payment. Whilst it will be important to attract good quality members, the Council will also be concerned to ensure that remuneration practice is within the guidelines for good practice in public sector appointments.

5 Supporting Information

- 5.1 In November and December 2013, Ofsted undertook an inspection under Ofsted's new inspection regime of the services for children in need of help and protection, looked after children and care leavers as well as a review of the effectiveness of the local safeguarding children board. On the 11th February 2014 Ofsted published its report and gave an overall judgement of Inadequate.
- 5.2 As a result, the Secretary of State appointed a review team to consider what arrangements should be in place for the future. The Review Team produced a report ("OPM report") in May 2014 with a set of recommendations. The terms of reference for the Review included "Which organisation arrangement outside the control of the Slough Borough Council should be implemented to provide the greatest likelihood of securing improvement" (page 5 OPM Report).

- 5.3 The Council submitted its detailed comments on the OPM draft report and proposed that a “Commissioner” model would be better than a Trust Model, whilst still meeting the Secretary of State’s criterion of putting the services outside of the Council’s control.
- 5.4 The Secretary of State confirmed that following all considerations they wished to pursue a Trust Model.
- 5.5 The Secretary of State issued a Direction dated 7th October 2014 which requires the Council’s children’s’ social care function to be delivered by an external body. Although there is reference to a set up of a “Trust” to deliver the services, in reality the legal entity to be created will not be a trust.
- 5.6 The Direction also provided for the appointment of a Commissioner to secure improvement in the Council’s performance of its children’s social care functions. The Commissioner is also tasked with establishing the new organisation.
- 5.7 The Secretary of State originally required that the parties agree a Memorandum of Understanding by 3 November 2014. However the DfE then recognised the necessity for Cabinet sign off and in practice it has taken longer to agree mutually acceptable document.
- 5.8 Since the appointment of the Commissioner senior officers have been working with the Commissioner and representatives of the DfE to develop a Memorandum of Understanding which helps to set out some key principles as well as the first steps in an implementation timetable for delivery of the new organisation.
- 5.9 The draft Memorandum is contained at Appendix A. The Memorandum sets out in general terms the nature of the way forward on the creation and delivery of the new organisation, its governance structure, where it is to operate from, agreeing the scope of the services that will be contracted out, as well as agreeing a timetable for the delivery of the contract. It also provides for the allocations of budgets and sets out some key targets in relation to the delivery of improvements to the contracted out services.
- 5.10 The DfE has confirmed that they will be starting their procurement processes for their professional teams shortly and hope they will in place by the new year. These teams will undertake both the due diligence and legal work for the Secretary of State to enable this project to move forward.

6 Other Options available

- 6.1 The Secretary of State has the power to remove children’s social care functions and the statutory accountability from the Council. This option has been considered by the Secretary of State and by the Council but is not being pursued. It is however an option that is still available to both parties should the programme of work now being embarked upon fail to reach a mutually satisfactory conclusion.

7 Conclusion

- 7.1 It is recommended that the Council proceeds with completing the Memorandum of Understanding to enable compliance with the Secretary of State’s Direction. There will be a range of key decisions that will flow from the implementation of the

requirements of the Memorandum. Reports will be brought outlining the key decisions being sought to ensure both scrutiny and transparency.

8 Appendices Attached (if any)

'A' Draft MOU

9 Background Papers

'1' OPM Report dated May 2014

'2' Direction dated 7.10.2014

'3' Covering Letter dated 7.10.2014

'4' Leader's response to the Secretary of State 23.9.2014

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This **Memorandum of Understanding** dated 2014 is made between the Secretary of State for Education (“the Secretary of State”) and Slough Borough Council (“the Authority”)

Background & Purpose

1. The Secretary of State has issued a Direction dated 7th October 2014 under Section 497A(4B) of the Education Act 1996 which is attached to this document.
2. The objective of the Direction is to secure improvements to the Authority’s children’s social care functions.
3. The Secretary of State has directed the way to secure the improvements is for the externalization of the Authority’s children’s social care functions to an organisation which is completely independent of the Authority as the most effective way to secure redesign of the service.
4. The Secretary of State has also appointed a Commissioner for Children’s Social Care to secure improvement in the Authority’s performance of its children’s social care functions and also to set up a new independent organization to carry out the Authority’s children’s social care functions.
5. The Secretary of State Dfe requires the Authority to enter a Memorandum of Understanding (“MOU”) to support the delivery of the change program.
6. In accordance with the terms of the Direction, the Authority is required to comply with any instructions of the Secretary of State or the Commissioner in relation to the exercise of their children’s social care functions and in relation to the establishment, setting up and carrying on of the new organisation.

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7. The purpose of this Memorandum of Understanding (“MoU”) is to set out how the Parties, the Commissioner and the new organisation will work to establish the new organisation so that it is able fully to deliver the improvements to the quality of the services and the Vision set out below, in a timely way and in accordance with the timetable set out in this MoU.

8. The Parties do not intend this MoU to be legally binding or to create legal relations between them. The Parties agree that they will use all reasonable endeavours to comply with the terms and the spirit of this MoU.

9. The Secretary of State does not intend to use her power under section 497A(4A) of the 1996 Act at this stage to establish the new organisation as her nominee, to exercise functions, but instead intends to direct the Authority under section 497A(4) of the 1996 Act to enter into arrangements with the new organisation to exercise functions on behalf of the Authority. For the avoidance of doubt, the Secretary of State retains her ability to use her power under section 497A(4A) of the 1996 Act if she considers it necessary to do so. This would mean that functions would be exercised by the Secretary of State or her nominee, rather than on behalf of the Authority.

Period

10. This MoU will come into effect once both Parties have signed and the document has been dated. It will remain in force until the contract between the Authority and the new organisation, for the performance of specified children’s services functions (‘the Contract’) comes into effect, pursuant to and in accordance with a further Direction issued by the Secretary of State, unless otherwise directed or agreed by the Parties.

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Participants

11. All participants will be expected to work together in a collaborative and cooperative fashion throughout the project. This will include the Chair, Chief Executive and other senior leaders of the new organisation once appointed.

12. The Secretary of State will be represented by the following:
 - (a) the Commissioner
 - (b) the Department for Education (DfE) Project Team, who will have responsibility for supporting the Commissioner in her role, and representing the DfE in project governance;
 - (c) the DfE Improvement Case Lead, who will have responsibility for reporting to the Commissioner on ongoing improvements to children's social care services;

13. The Dfe will be supported by :
 - (a) a professional services partner, with responsibilities including project management and governance, and due diligence; and
 - (b) a legal services partner, to provide legal services to the DfE and the new organisation, in particular in relation to registering the new organisation, drawing up the contract, and facilitating the transfer of staff to the new organisation;

14. The Authority will be supported by
 - (a) Project Lead: Ruth Bagley, Chief Executive
 - (b) Transformation Team Lead: Roger Parkin Strategic Director Customer and Community Services

Vision

15. Our vision for the new organisation is to 'get it right for children'. We envisage a tightly-focused organisation with strong independent leadership, an innovative approach to designing services that best meet the needs of children and families

draft

in Slough, protecting those children most at risk and ensuring that their immediate experience of services is good. Our ambition is that the new organisation will achieve an Ofsted rating of Good within 3 years of coming into effect and Outstanding within 5 years.

16. The organisation will be independent yet maintain close links with the Council as a provider of universal services. It will use the local knowledge, expertise and influence of the Council and other local partners to improve its core services. The Council will support it using its democratic advocacy to promote safeguarding within the community and raise awareness of high risks such as child sexual exploitation, domestic abuse and violence.

New Organisation Model

17. As a key part of the wider children's system in Slough, the new organisation will:
 - (a) be independent of the Authority.
 - (b) play an important and active role in local partnerships, in the interests of children and their families.
 - (c) deliver specified children's social care functions on behalf of the Authority in the most effective way to realise the Vision set out in this MOU.
 - (d) be responsible for, and have control over, its own finance, employment, human resource arrangements and property requirements and will have responsibility for the day to day delivery of the specified functions
18. The Authority will not carry any risk as a result of not following any necessary procurement processes as a result of implementing the Direction.
19. The Parties are considering which legal vehicle for the new organisation is the most suitable and a decision as to which model to adopt will be taken by 30th January 2015.

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20. The vehicle must ensure that it can deliver the services in the most effective way to secure the Vision and will have the necessary ability and credibility to do so.
21. The Contract will provide for the nature of the relationship between the Authority, the new organisation and a third party role of the Secretary of State. The Parties intend that the Contractual relationship will appropriately reflect the Authority's statutory accountability. The new organisation will be subject to the public sector's scrutiny requirements.
22. To ensure the new organisation is meeting the Vision, the Contract will provide for targets for the organisation to meet. These will include the organisation being required to achieve a Good rating on the Ofsted scale within 3 years of the start of the Contract and an Outstanding rating within 5 years of start of the Contract.
23. The new organisation will be led by an independent Board. The structure and size of the Board will be agreed by the parties once the legal model has been finalised. The Board members will be made up of a mixture of experts in children's social care, along with those that have suitable skills for appointments to a corporate structure exercising high public risk functions, they will also aim to have those with adequate local knowledge and sensitivity, and will between them have the required skills and experience to ensure that the new organisation delivers the Vision.
24. The Parties (if appointed the Chair of the new organisation) , will agree an appointments process for appointments to the Board and senior management roles. Such process will reflect the good practice for public appointments. The appointments process will provide for :
 - (a) the Chair of the Board will be appointed by the Commissioner, on behalf of the Secretary of State. Other Board members will be appointed by the Chair, subject to the approval of the Secretary of State. The structure and size of the Board will be agreed by the parties once the legal model has been finalized.

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- (b) the Chief Executive will be appointed by a panel made up of the Commissioner, the Chair, a representative of the DfE and a nominated representative of the Authority.

- 25. The new organisation will appoint its own staff not covered by the transfer of staff from the Authority.

- 26. The children's social care functions to be delivered by the new organisation in accordance with the terms of a further Direction to be issued by the Secretary of State will be determined with reference to the wider range of services provided by the Authority which affect children in Slough. By 31st December 2014, the Parties will agree an outline scope of the functions to be delivered by the new organisation, drawing on the recommendations in the OPM report dated June 2014.

- 27. The outline scope of children's social care functions to be delivered by the new organisation will enable the Parties to identify which staff will be eligible for transfer. The range of staff eligible for transfer will be in line with TUPE requirements. The conditions of service of transferring staff to the new organisation, including pension arrangements, will remain in line with a TUPE transfer.

- 28. The Authority is not expected or required to meet the set up costs of the new organisation, nor any of the additional costs incurred by virtue of the children's social care functions covered by the terms of the further Direction being delivered by the new organisation.

- 29. The parties agree the importance of enabling the new organisation to quickly build capacity, including through the appointment of senior staff. This will allow the new organisation's key representatives as identified to participate in and influence key decisions. During the set-up period, all the costs of recruitment and

draft

reimbursement of such appointments will be included in the set up costs of the new organisation and be met by the DfE.

30. In relation to the costs of compliance with the Direction The Secretary of State will meet the costs of the Commissioner, the professional services and legal services and the DfE project team costs. The Secretary of State will also meet the all the reasonable costs of the Authority, its project team including the Authority's professional services costs in relation to complying with the Direction and the MOU.
31. The Secretary of State will also take advice from the Commissioner on the resources needed for improvements to the exercise of the Authority's children's social care functions during the set-up period and meet the costs of the additional resources that are needed.
32. The Authority and the new organisation will agree an initial 3 year budget for the new organisation. In drawing up the budget, the Authority and the new organisation will take into account the Authority's savings targets.
33. Throughout the budget discussions, the Authority and the new organisation will work together to understand current and future demand for children's social care services within the Authority's area and to consider the future financial viability of the Authority.
34. The contract will provide for how future budgets will be agreed.
35. The new organisation will be operational in shadow form once the organisation has been registered and a Chair appointed, which will be by 31st March 2015.
36. The Parties will be aiming to have the new organisation fully operational with a Contract with the Authority as soon as possible, informed by professional due diligence.

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37. By 31st January 2015, the Parties will agree an outline implementation timetable for the design, delivery and operational effect of the new organisation which will include the contract start date. This timetable will take account of the Parties decision making processes. The implementation timetable will be regularly updated.
38. The parties agree to explore options for the new organisation to have its own unique identity, including the potential for separate headquarters and the development of public facing premises. The operational offices of the organisation and any other premises will be within the Authority's boundaries and the location will be agreed at least 3 months before the new organisation is fully operational.
39. Throughout the establishment of the new organisation the Parties will ensure regular communication with staff and local partners will be a high priority.
40. The Authority, the DfE and the new organisation will align their external communications to ensure public confidence and consistency during the set-up period.
41. The Parties will abide by the requirements of each of the Parties' purdah periods as and when those periods may arise.
42. The arrangements under this MoU will be kept under review and can be amended at any time by joint decision of the Parties in writing. The arrangements under this MoU can be terminated by the Secretary of State.
43. The Parties will agree the scope and confidentiality of information sharing which will take place during the period of this MoU, including access to the Authority's financial and management reporting records and systems.

draft

44. Any dispute that may arise as to the interpretation or application of the MoU will be settled by discussion between the Parties. If a dispute fails to be resolved, the matter will be put to the Secretary of State for decision.

45. In the event the Parties wish to amend the MOU, they can do this if the decision to amend is agreed by both parties. If there is any fundamental change to the MOU, the Authority is required to seek Cabinet approval for such. The decision on whether there is a fundamental change is if the Authority's lawyers deem it as such.

Signatures

For Secretary of State for Education

For Slough Borough Council

Direction dated 7.10.14

DIRECTION UNDER SECTION 497A(4B) OF THE EDUCATION ACT 1996 TO SLOUGH BOROUGH COUNCIL

WHEREAS

1. The Secretary of State for Education (“the Secretary of State”), has carefully considered the following reports in respect of Slough Borough Council (“the authority”):
 - a. Ofsted’s inspection of safeguarding and looked after children services of the authority, published on 1 June 2011;
 - b. Ofsted’s inspection of services for children in need of help and protection, children looked after and care leavers of the authority and review of the effectiveness of the Local Safeguarding Children Board, published on 11 February 2014; and
 - c. OPM’s independent review of the authority’s children’s services, ‘Slough Children’s Social Care Services: Report to Department for Education’, published on 15 July 2014.
2. The Secretary of State is satisfied that the authority are failing to perform to an adequate standard, or at all, some or all of the functions to which section 497A of the Education Act 1996 (“the 1996 Act”) is applied by section 50 of the Children Act 2004 (“children’s social care functions”), namely:
 - a. social services functions, as defined in the Local Authority Social Services Act 1970, so far as those functions relate to children;
 - b. the functions conferred on the local authority under sections 23C to 24D of the Children Act 1989 (so far as not falling within paragraph (a) above); and
 - c. the functions conferred on the authority under sections 10, 12, 12C, 12D and 17A of the Children Act 2004.
3. The Secretary of State proposes:
 - a. to appoint a person (“the Commissioner for Children’s Social Care”) to:
 - i. act on behalf of the Secretary of State for the purposes of this direction;
 - ii. secure improvement in the authority’s performance of its children’s social care functions pending the formation of a company (“the Trust”) to exercise those functions;

- b. to establish, or secure that the Commissioner for Children's Social Care establishes, the Trust.
4. The Secretary of State, having considered the representations made by the authority, considers it expedient, pursuant to her powers under section 497A(4B) of the 1996 Act, to direct the authority, as set out below, in order to ensure that the authority's children's social care functions are performed to an adequate standard.

NOW THEREFORE

5. Pursuant to her powers under section 497A(4B) of the 1996 Act, the Secretary of State directs that the authority shall:
 - a. comply with any instructions of the Secretary of State or the Commissioner for Children's Social Care in relation to the authority's exercise of their children's social care functions;
 - b. in relation to the establishment, setting up or carrying on of the Trust:
 - i. comply with any instructions of the Secretary of State or the Commissioner for Children's Social Care;
 - ii. provide such assistance to the Secretary of State or the Commissioner for Children's Social Care as they may require;
 - iii. cooperate fully with the Secretary of State and the Commissioner for Children's Social Care.

Signed on behalf of the Secretary of State for Education

A handwritten signature in black ink, appearing to read 'G.A.', is written above a horizontal line.

Graham Archer
A Senior Civil Servant in the Department for Education

Date: 7th October 2014

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th November 2014

CONTACT OFFICER: Joseph Holmes; Assistant Director Finance & Audit; s151 officer
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr. Rob Anderson

PART I
KEY DECISION**MEDIUM TERM FINANCIAL PLANNING: 2015-19****1 Purpose of Report**

To provide Cabinet with an update of the financial planning assumptions for future years and the required savings levels for the Council between 2015-19.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the current position regarding the MTFs be noted.
- (b) That the savings set out in Appendix A be included in the Revenue Budget 2015-16 to be approved by Council in February, subject to any further adjustments.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

This report sets out the financial planning for the council over the next four years and assists in delivering the Council Plan primarily through theme 6 'promote economic growth and protect the council's finances'. However, the report cuts across all themes as it is about ensuring sufficient resources to deliver the Council's strategies going forward.

4 Other Implications**(a) Financial**

All details contained within the report

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	None	
Community Safety	None	
Financial	Detailed in the report	Detailed in the report
Timetable for delivery	Finance working with senior management to detail savings in line with budget setting timescales	Any early delivered savings will have a one-off benefit in the current year
Project Capacity	None	
Other	None	

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions

(d) Equalities Impact Assessment

Equalities Impact Assessments will require completion prior to final agreement of savings proposals. Proposals which are 'disinvestment' or a genuine reduction in service will require careful examination to ensure no group is disproportionately affected.

Members may have to consider making provision to fund any mitigation arising from detailed analysis of Equalities Impact Assessments.

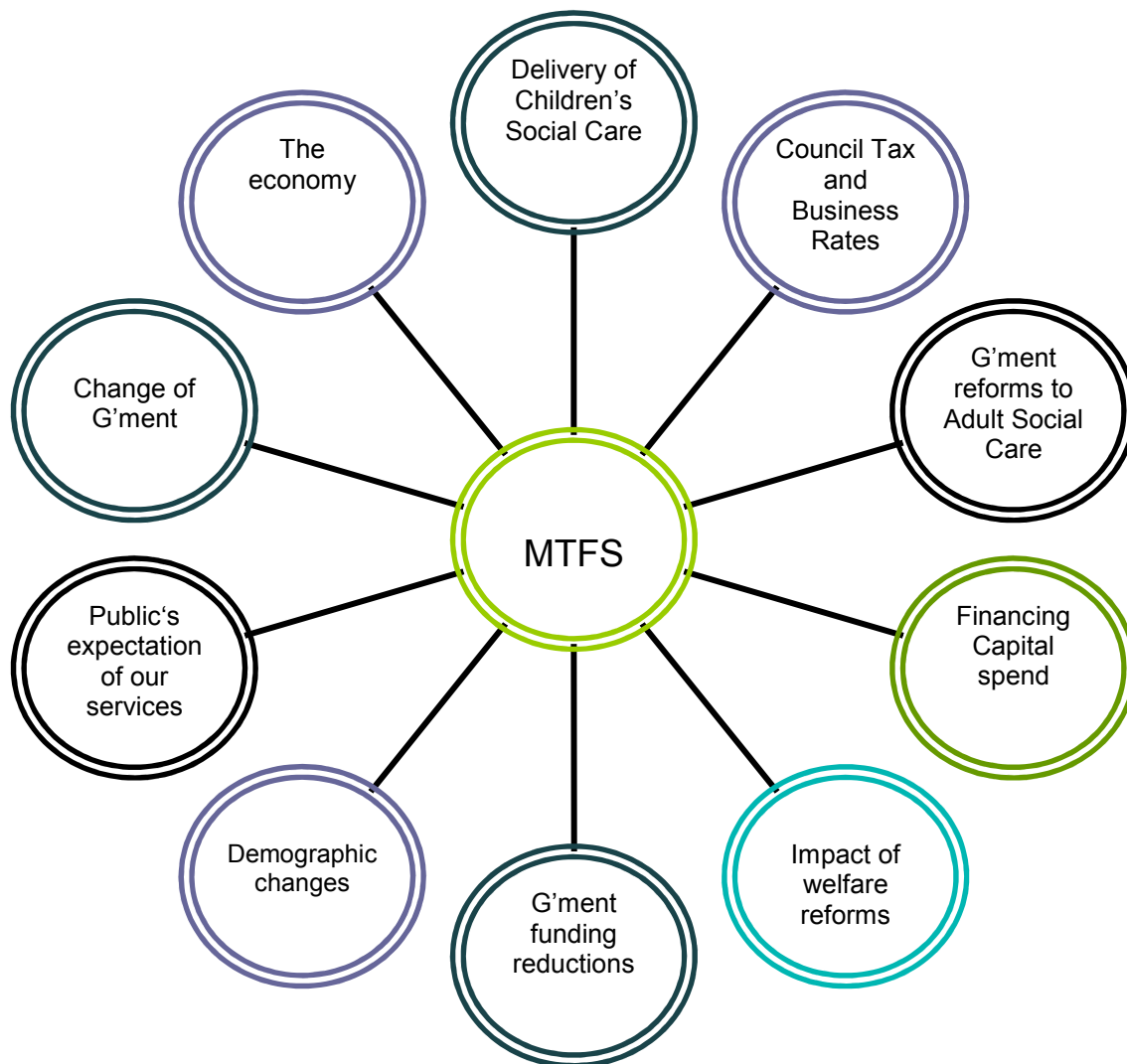
(e) Workforce

The scale of the savings is likely to have significant workforce implications and may lead to a reduction in the numbers of staff directly employed by the council

5 Supporting Information

- 5.1 As previously reported to the Cabinet, Local Government continues to see a sustained reduction in finances coming from Central Government. The 2015-16 financial year alone will see a reduction to the Council's general grant (Revenue Support Grant, RSG) of almost 30%, with the RSG forecast to shrink by 56% or over £18m over the period of the Medium Term Financial Strategy (MTFS). Until the full Local Government Finance Settlement is released by Government in December 2014, these will be working assumptions that the Council has for financial planning purposes.
- 5.2 The Council needs to ensure that it has sufficient financial resilience to enable it to meet the financial challenges over the period of the MTFS. There are also a number of non financial events occurring which will have a significant financial impact over the period of the MTFS.

Chart 1.1: Key considerations over the MTFS



- 5.3 The context above needs to be considered in light of the financial challenge that the council faces.

- 5.4 Since the previous paper presented to Cabinet in July 2014, there have been some changes to the financial planning assumptions contained for future years.
- 5.5 The total quantum of savings of £14.5m remains relatively unchanged for 2015-16; however, because of a growth in the council's Business Rates baseline, and to a smaller extent Council Tax base, the Council is now forecasting a collection fund surplus as well as potential longer term growth to these income streams. This will erode the £14.5m savings gap by some £4m on current projections. It is important for members to note that Business Rate income has been very volatile over the past 18 months since the Government allowed Councils to retain some of the benefits of local business rate growth. The current assumption is that the September 2014 net collectable debit for the business rate base continues at its present level in to 2015-16 (with adjustments for the Government's uplift to Business rates).
- 5.6 The summary model and chart below sets out the significant savings level required by the Council over the next four years, the quantum included in this has not changed significantly since the previous update for each year of saving. The savings total £34m or **30%** of the Council's current net budget. This does not take into account any additional costs through the creation of new arrangements for the provision of Children's Social Care. Any cost associated with this will have a proportionate increase in the savings requirement for the respective year. The respective Cabinet / Overview & Scrutiny meetings will be updated with any information if this is known at the time of the meeting.

Chart 1.2: Savings profile over the MTFs period

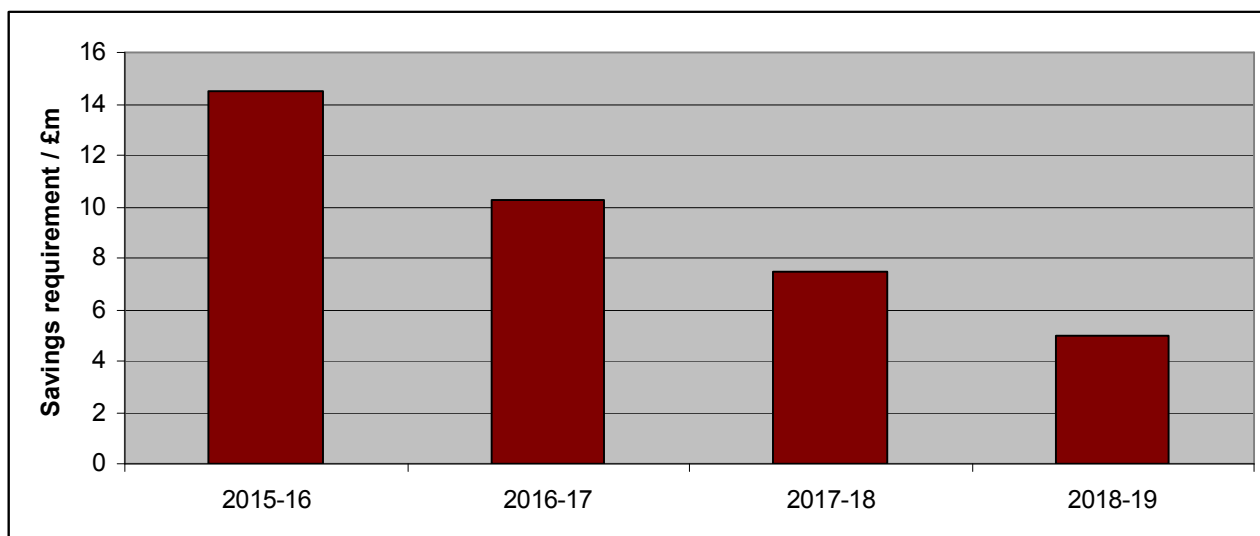


Table 2.1: MTFS 2015-19

No.	2014-15	Funding	2015-16	2016-17	2017-18	2018-19
1	43.85	Council Tax	45.22	46.22	47.15	48.10
2	27.13	Retained Business Rates	28.85	29.42	30.01	30.61
3	32.47	Revenue Support Grant	23.68	19.60	15.60	14.10
4	1.96	Education Services Grant	1.25	1.06	0.90	0.77
5	2.36	NHS monies to support Social Care	2.36	2.36	2.36	2.36
6	2.01	New Homes Bonus	2.59	3.19	3.19	3.19
7	1.03	Other non-ringfenced grants	0.40	0.40	0.40	0.40
8	1.30	Collection Fund	1.97			
9	112.11	Total Budgeted income	106.31	102.25	99.61	99.53
10	114.25	Prior year baseline	112.11	106.31	102.30	99.61
11	3.54	Base budget	2.90	2.90	2.90	2.90
12	8.20	Directorate Pressures	1.61	2.92	1.86	2.00
13		Revenue impact of Capital investment	0.20	0.60	0.00	0.00
14	-1.34	Other adjustments	0.00	-0.05		
15	-12.53	Savings requirement	-2.89	-5.53	-3.15	-1.98
16		Savings identified	-7.62	-4.90	-4.30	-3.00
16	112.11	Net Expenditure	106.31	102.25	99.61	99.53

5.7 The model highlights the largest amount of savings being required for the 2015-16 financial year. This is driven mainly because of the reduction in Central Government monies (the Revenue Support Grant) which falls by almost 30% between the present year and 2015-16. Beyond this point, the assumption is for a reduction of 20%.

5.8 There are much lower levels of investment through directorate pressures than in previous years, and it is expected that the only pressures of any significance will relate to Children's and Social Care services or pressures in Adult Social care, especially concerning the implications of the new care act. The latest assumption concerning growth is as follows:

- £710k for Children's social care staffing costs
- £300k for Adult Social Care transition costs from Children's Social Care
- £400k implications of the new Care Act
- £200k other growth being finalised

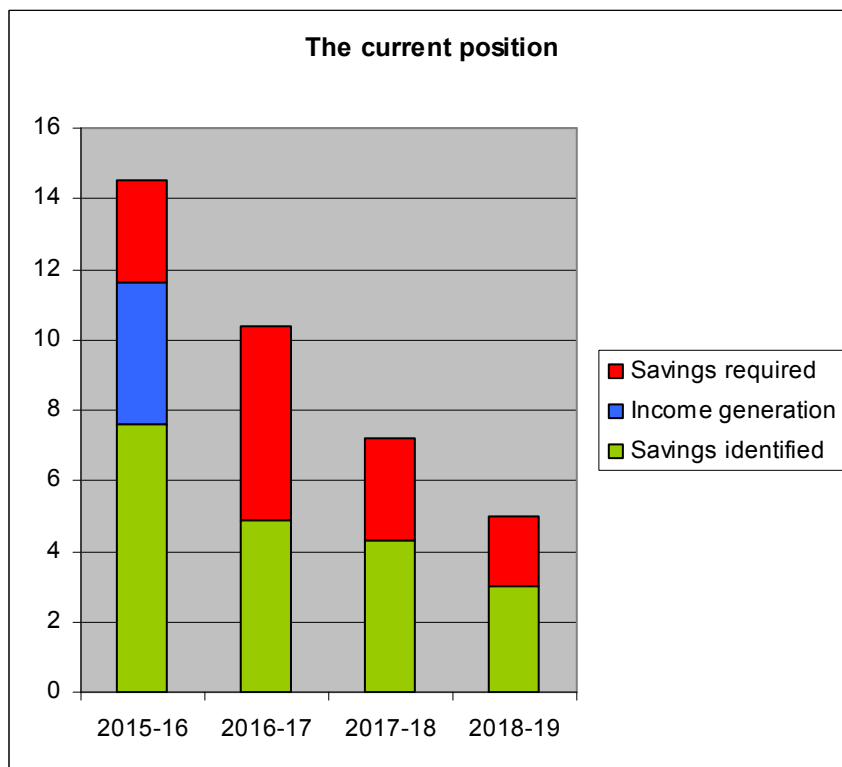
5.9 There are also a variety of key assumptions:

- Council Tax rises by 1% funded throughout by a Council Tax Freeze grant.
- Revenue Support Grant is per the 2015-16 provisional figure from Government and then decreases at variable levels in line with the latest information on Local Government Departmental Expenditure Limits.
- Education Support Grant declines by 15% p.a. with a further 25% drop in 2015-16 due to the Government's consultation on this.
- Growth on the Council Tax base is 1% per annum with growth in Business Rates flat in future years.
- New Homes Bonus rises broadly by 1% of taxbase growth until it gets to the end of the sixth year of the scheme when it stabilises.
- All savings are ongoing throughout the MTFS.
- Significant reduction in Directorate pressures is maintained.

Progress against the 2015-16 savings

- 5.10 The Council has already identified a number of areas that will support the delivery of the savings above. The Council has also identified savings for future financial years; these are provisional at present and require significant further work, but this underlines that plans are in place to assist in the delivery of savings for future years.

Chart 1.3: Key savings areas 2015-16 and beyond



- 5.11 The current savings proposals total £7.62m and these are detailed further in appendix A.
- 5.12 Further savings need to be identified over the Autumn to enable a fully balanced budget for 2015-16 as well as provide strong assurance that there are sufficient plans in place for delivering the Medium Term Financial Strategy through to 2019.

6 Comments of Other Committees

n/a

7 Conclusion

- 7.1 This paper highlights the financial challenge that the Council faces, and some of the key themes in which the Council anticipates meeting this challenge and delivering a balanced financial position from which to deliver its services.
- 7.2 The Council has a strong history of delivering balanced budgets through identifying savings from across its services and delivering services more efficiently. Though there remains a gap of £2.9m, this figure will be closed for 2015-16 with proposals coming back to Cabinet in the coming months.

7.3 The final decision on savings and a balanced revenue budget for 2015-16 is taken by the Council in February 2015.

8 **Appendices**

Appendix A – draft savings proposals

9 **Background Papers**

- '1' - Medium Term Financial Strategy 2014-18
- '2' - Local Government Finance Settlement 2014-15 and provisional figures for 2015-16
- '3' - Cabinet report on the MTFS; 15th July 2014

APPENDIX A

No	Directorate	Service	Service Lead	Commissioner	SAVINGS	Item
1	RHR	Asset Management	SG	Swi	50,000	Restructure asset support to Age Concern
2	RHR	Asset Management	SG	Swi	62,500	Capital disposals income
3	RHR	Housing	NA	Swi	150,000	Restructure proposals merging Emergency Planning with Neighbourhood to create a service and corporate wide resilience team. Primarily HRA funded
4	CCS	Building Control & Planning	SD	Swi	30,000	Restructure
5	CCS	Building Control & Planning	SD	Swi	55,000	Further Restructure
6	Wellbeing	Non-schools	JP	Sha	500,000	Contract savings as part of SBC contribution to the PFI - Local Partnerships engaged with SBC being used as a pilot for the DfE
7	CCS	Parks	Ast	Par	50,000	Underspend/Contract efficiencies and increased pitch charges (increase by up to 30%)
8	CCS	Community & Skills	ASt	Par	10,000	Parks Charges (Increase around 30% and still below competitor/neighbour rates)
9	RHR	Commissioning	SR / NH	Par	556,000	Contract management savings in respect of Amey
10	RHR	Directorate	SR	n/a	171,000	Efficiency target across the directorate

11	RHR	Transport	SDC	Mun	20,700	Car Parking lighting efficiency scheme
12	RHR	Transport	SDC	Mun	180,000	Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks
13	RHR	Transport	SDC	Mun	25,000	Reduce Traffic Management/Environmental Schemes
14	RHR	Transport	SDC	Mun	12,500	Increase Traffic management income/recharges
15	RHR	Transport	SDC	Mun	12,500	Parking Development Cost recovery
16	RHR	Transport	SDC	Mun	50,000	Permit Scheme - to be introduced by March 2015; Utility companies etc. would require a permit from the council before works could commence on the local road network. This would be administered using existing staff and a fee charged for the permit.
17	CCS	Community & Skills	ASt	Mun	30,000	Cemetery & Crem - Abatement, Charges
18	Wellbeing	Non Schools	JW	Man	450,000	Services to Schools Review Saving resulting from the new contract
19	CCS	Primary Authority	GdH	Hus	50,000	Additional income; Maintenance of partnership delivery on 34 contracts and continue to develop new contracts to generate income target
20	CCS	CP&BC reshape	GdH	Hus	40,000	Restructuring

21	CCS	Berks East TS	GdH	Hus	50,000	Shared service or service reduction tbc
22	CCS	Shared Management RBWM	GdH	Hus	25,000	Shared Service or service reduction
23	CCS	Reduction in Business support service	GdH	Hus	12,000	Restructuring
24	Wellbeing	ASC	ASi	Hus	1,000,000	Transformational Strategy LD Change Programme
25	Wellbeing	ASC	ASi	Hus	100,000	Mental Health Services Review of Day Services, High Cost Packages & Supported Living
26	Wellbeing	ASC	ASi	Hus	350,000	Service Reform Extra Care; Internal Day & Residential Services
27	Wellbeing	ASC	ASi	Hus	275,000	Prevention & Early intervention Community & Vol Sector Commissioning & Telecare
28	Wellbeing	C&F	KF	Hus	200,000	Children's service commissioning efficiencies Savings resulting from better commissioning and cheaper types of LAC provision
29	Wellbeing	Non Schools	RC	Hus	25,000	Raising Participation Partnership Service to cease, SBC surplus contribution
30	CCS	Young People's Service	ASt	Car	155,000	Restructure
31	CCS	Libraries Review	ASt	Car	185,000	Restructure
32	CCS	Community & Skills	ASt	Car	126,000	Divisional Restructure

33	CCS	Arts Post	ASt	Car	5,000	Service reduction -Delete arts post (i.e. stop any support for arts). Post fixed term to 2015.
34	CCS	CLASS Management	ASt	Car	30,000	Restructure
35	CCS	Library Stock Fund	ASt	Car	25,000	Service reduction - Reduced level of service for Curve and other sites. Impact on issues (falling)
36	CCS	Community & Skills	ASt	Car	6,000	Archive charge
37	RHR	Corporate Property	SG / SR		50,000	Corporate Properties - Premise Reduction Costs through more efficient usage of corporate buildings
38	RHR	Asset Management	SG	And	25,000	Increase Asset Mngt income/recharges to capital
39	RHR	Property Client	AT	and	30,000	Further capitalisation of corporate repairs
40	RHR	Finance & Audit	JH	And	6,000	Reduced External Audit fees
41	RHR	Finance & Audit	JH	And	25,000	Counter fraud income - Ensuring appropriate recovery of administration penalties and other recovery costs
42	RHR	Finance & Audit	JH	And	50,000	Counter fraud income - Recovered income through increased trading activity
43	RHR	Finance & Audit	JH	And	13,740	Remove management support
44	RHR	Finance & Audit	JH	And	5,000	Removal of change in budgeted posts

45	RHR	Finance & Audit	JH	And	5,000	Supplies & services efficiency
46	RHR	Asset Management	SG	And	100,000	Full cost recovery
47	Corporate	Finance & Audit	JH	And	93,000	Repayment of debt - There is a loan due to finish in 2015-16 and this will not be re-financed
48	RHR	Finance	JH	And	14,000	Transfer of staff to SFIS - delete remaining budget - Restructure due to the DWP moving counter-fraud staff from the LA to the DWP
49	Wellbeing	ASC	ASi	Hus	300,000	Reform of Social Care 1 - Front Door, Assessment, Brokerage and Reviewing
50	Wellbeing	ASC	ASi	Hus	500,000	Reform of Social Care 2 – Promoting Independence
51	Chief Executive	Media and Communications	TL	Sha	7,700	Efficiency savings through the service
52	Chief Executive	Community Cohesion	TL	Sha	25,000	Remove budget
53	RHR	Highways	AD	Swi	265,000	One off reduction in annual routine highways maintenance. Rescheduling/delay of highways maintenance e.g. patching, pothole filling on roads and surfaces.
54	RHR	Highways	AD	Swi	265,000	Additional one off reduction in annual routine highways maintenance.
55	Wellbeing	Public Health	Asn	Hus	200,000	tbc - public health
56	CCS	Directorate	RP	tbc	500,000	tbc - review ongoing
57	Chief Executive	policy & comms	TL	Sha	75,000	Efficiency savings through re-procured printing devices

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th November 2014

CONTACT OFFICER: *Joseph Holmes; Assistant Director, Finance & Audit & s151 officer*

(For all enquiries) (01753) 875358

WARD(S): *all*

PORTFOLIO: *Councillor Rob Anderson, Commissioner for Finance & Strategy*

PART I
KEY DECISION

FINANCIAL & PERFORMANCE REPORT – Q2 2014-15**1 Purpose of Report**

- To provide Cabinet with the latest forecast financial information for the 14-15 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2014-15
- To summarise the Council's performance on 'Gold' projects during 2014-15
- To approve the write offs contained within this report
- To approve the virements contained within this report

2 Recommendation(s)/Proposed Action

- The Cabinet is requested to approve the virements and write offs contained within this report
- The Cabinet is requested to note the current financial forecast position, balanced scorecard and update on Gold projects.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

3a. **Slough Joint Wellbeing Strategy Priorities**

The report indirectly supports all of the Community Strategy 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.

Corporate Plan 2014/15

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.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

This section should set out whether there are any risks under the headings on the table below. Describe the risk and explain any mitigating action that has or will be taken (write 'none' in this column if the risk does not apply). Please also describe any positives or potential opportunities under each heading.

Risk	Mitigating action	Opportunities
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

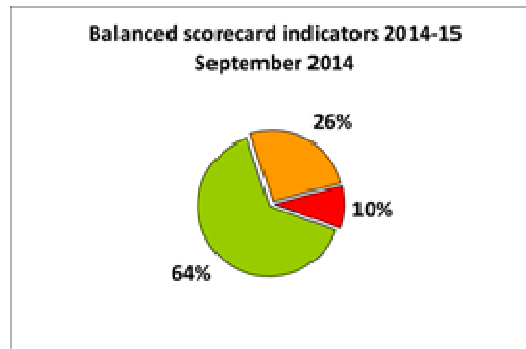
This section should include an assessment into the potential impact of a policy, procedure or function on those covered by the 9 protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. The council requires the assessment to state how any adverse impacts will be mitigated. The EIA template and guidance is available on the intranet on the following Equalities page: <http://sbcinsite.ad.slough.gov.uk/942.aspx>

*A copy of the EIA **must** be forwarded to Democratic Services: Joannah.Ashton@slough.gov.uk as well as the Equalities Department: Equalities@slough.gov.uk.*

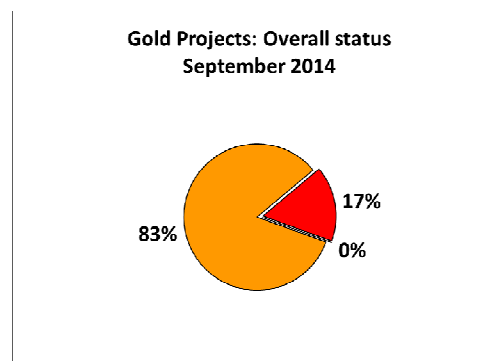
There is no identified need for the completion of an EIA

5 Supporting Information

- 5.1 The Council is forecasting to overspend by £0.76m as at month 6. Although the overspend continues to reduce, without remedial action this will have an impact on the Council's General Reserves. The Council remains positive that it will be able to take appropriate action to ensure that this position is mitigated as much as possible by the end of the financial year. This is a better position compared to month 5 when the Council reported a potential £1.55M overspend and continues a gradual reduction of the forecasted overspend down to the budgeted position. The main area showing an overspend is the children's and families service area with a forecast overspend of £0.65M. The Budget Monitoring summary for September 2014 is shown in appendix A.
- 5.2 The latest position for the Council's balanced scorecard demonstrates that at the end of September 2014 the Council's performance is as below:



- 5.3 Key areas of noteworthy concerns flagged as 'Red' status are:
- Average staff sickness rate (days lost per FTE);
 - Percentage of Single Assessments completed and authorised within 45 working days (in month);
 - Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month.
- 5.3.1 The summary of the six Gold projects as at September 2014 indicates that the overall status of five have been assessed as Amber and one as Red. None have been assessed as 'Green'.



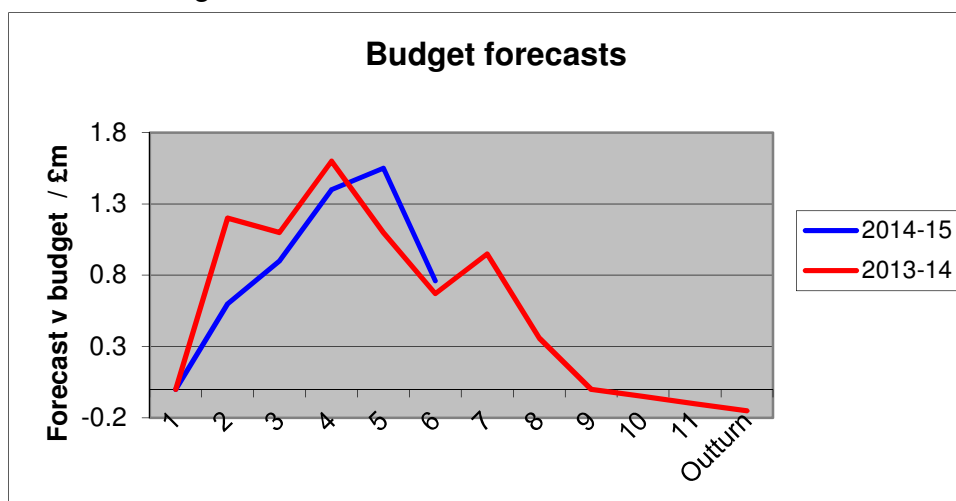
Executive Report

6 Introduction

6.1 This is the month 6 report to Cabinet for the 2014-15 financial year in respect of the financial and performance position of the Council

7 Financial Performance

7.1 The Council is forecasting an overspend of £0.76m as at month 6. The main service area showing variation from budget is the Children and families services within the Wellbeing directorate.



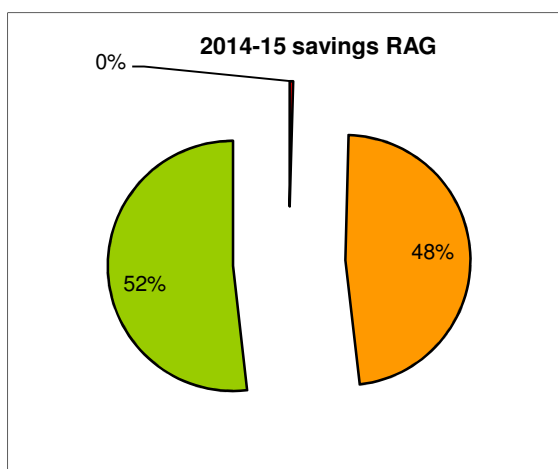
7.2 Overall the pressure within the Wellbeing directorate has reduced by £446k. This is due to favourable movement on the Children Social Care (CSC) services. As part of the recovery plan there has been a successful review of eight high cost placements that have been accommodated at a significantly lower cost. This review is ongoing and it is hoped that further reductions will be identified.

7.2.1 The reduction in the Adult Social Care pressure is due to the assumption that the recovery plan to save £568k will be fully realised. Since then further pressures of £334k has been identified and included in the forecast. This is due to eight additional clients on the Older People budget in the past two months. This has been offset by identifying additional one off reduction relating to expenditure on Carers and use of Winter Pressure funds. However it must be noted that many of the areas identified to deal with the original pressure of £568k is yet to have any impact on reducing costs. The service however remains optimistic that these will yet have the desired effect and this is being closely monitored.

7.2.2 The remaining pressure within Children is largely due to the increase in court mandated mother and babies placements. These cost over £3k per week and are typically for 12 week periods. We have made an allowance in the forecast for up to 6 additional new cases at an anticipated cost of £200k. There is also the overspend on Legal Fees of £170k; although this pressure has eased on the £360k overspend from last year. The pressure on the Early Help Budgets of has eased. It is now expected to overspend by £134k due to a revision in the likely Grant Income on the Troubled Families Programme.

7.3 The 2014-15 budgets were set with over £12.5m of savings proposals included. Below is a graph summarising these savings proposals on a red, amber, green

basis of their deliver. As at the end of quarter 2, just over half of the savings are on track to be delivered. Any amber or red savings will be monitored closely to ensure that they move towards green status, and where they are red, amendments will need to be made to ensure a balanced budget going forward.



7.4 Housing Revenue Account

7.4.1 For period 6, the forecast Housing Revenue Account underspend is £1.9m. Projected underspends within the Repairs & Maintenance service is going to be offset by pension and staffing pressures as well as slightly reduced rental income. The position is shown in the table below:

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	39,754	37,804	(1,950)	(4.9%)	(1,950)
Income	(36,161)	(36,111)	50	0.1%	50
Total	3,593	1,693	(1,900)	(52.9%)	(1,900)

7.4.2 The HRA capital programme is forecasting underspends of £0.225m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £3.5m on the Affordable Homes programme, £1.225m on the Britwell regeneration project and £0.359m on Environmental Improvements.

8 Capital Expenditure

Capital forecasts

8.1 The summary of capital expenditure as at month 6 on a consolidated and directorate basis can be shown as follows:

	Expenditure	September 2014	Projection
Directorate	Budget	Actual £000s	£000s
Resources	20,861	4,003	18,213
Wellbeing	7,622	2,132	7,895
Chief Executive	76	0	76
Customer & Community Services	12,280	1,533	7,762
Housing Revenue Account	19,155	5,766	14,146
Total	59,994	13,434	48,092

8.2 The council has spent 22% of its available 2014-15 Capital Budget in the first half of the year. Spend is traditionally low in the first 6 months of the financial year and the position will be further distorted by accruals being processed at the end of 2013-14. The latest projection is capital expenditure in 2014/15 of £48.092m against a revised budget of £59.994m. More detailed directorate narrative is attached as appendix B. The forecast spend is 80% of the overall capital programme.

9 Council Performance

9.1 This month, 31 performance indicators have been RAG rated – the majority at **Green** (20; 64%) or **Amber** (8; 26%). Those rated as Green or Amber - taken together - account for 91% of measures. Three measures this month (10%) are **Red** rated as being off target by more than 5% in this report.

9.2. **Noteworthy Improvements**

This month none of the indicators reported previously as **Red** or **Amber** have improved to a **Green** target level of performance.

9.2.1 **Noteworthy Concerns**

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

9.2.1.1 **Average staff sickness rate (days lost per FTE)**

Data is provided as a 'rolling year' position.

Year to date sickness rate of 8.9 days is above the current target of 6.5 days.

Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness. Work still required to reduce sickness in Wellbeing Directorate. Pockets of rises in other areas of the council are emerging, rise in sickness in Housing services.

9.2.1.2 **% of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:***

Provisional data

From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased.

Although there was marked improvement in compliance with these timescales (85%+ in July), the performance in past two months has fallen from this level. The nationally set target for this measure is demanding, at 100%.

9.2.1.3 **Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month**

PROVISIONAL DATA

This month the proportion of safeguarding alerts requiring progression to strategy meetings is below the target tolerance.

Across the whole of the 2014-15 period to date, this value is above the target tolerance (at 43.6%). Performance has been flagged to Safeguarding team, and data accuracy investigations are underway.

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 e.g. care management review, referral to other agencies e.g. woman's Aid, Anti-Social Behaviour Team.

The following indicators were rated **AMBER** this month as being more than 5% adrift of their currently defined target values:

9.2.1.4 **Business Rates collection rate:
Percentage of total amount due for 2013-14 collected to date**

A collection profile has now been agreed and the collection rate for September is 0.8% below the target, however during August a number of new properties came into charge increasing the Net Collectable debit, however no collection will be made on these accounts until September/ October as we are legally obliged to provide the Customer with 14 days' notice before we can make a collection and the collection date is 1st of the month. The collection rate when compared to 2013-14 is slightly down but this is because there was a change in legislation which allows Customers to pay over 12 instalments in this financial year as opposed to 10 instalments in previous years and 23% of the debt is now being paid over 12 instalments.

9.2.1.5 **Number of Slough primary schools in special measures or with notice to improve**

Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools.

St Ethelbert's has been deemed to be making 'reasonable progress towards the removal of special measures' at the third monitoring inspection.

Marish has been deemed as making 'reasonable progress' at the first monitoring inspection since the school was judged to have serious weaknesses. Our Lady of Peace Junior has recently been inspected as subject to 'special measures'.

Both Colnbrook and Foxborough are awaiting their first Ofsted inspection since converting to academy status.

9.2.1.6 **Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)**

JSA claimant rate in August fell to 2.0%, comprising 1,885 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close.

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.

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.

9.2.1.7 **Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims:**

(a) New Claims

(b) Change of Circumstances

Performance speeds within September have improved in comparison with Augusts' position, with 'New Claims' within target however 'Change of Circumstances' was above target of 10 days, mainly due to staff concentrating on new claims. Please note that that target is an annual target and will fluctuate monthly.

The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days). It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs.

As the year progresses and the number of new claims and changes reduced it usually evens out the overall figure.

The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year.

SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

9.2.1.8 **Number of households in temporary accommodation including hostels**

The number of households increased from 99 from August to 101 in September 2014.

Homelessness is increasing both locally, regionally and nationally, and targets for 2014/15 are being reviewed in light of this national change. 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.

9.2.1.9 **Number of families placed in Bed & Breakfasts (B & B's).**

The number of families placed in B & B's has increased from 6 in August 2014 to 9 in September 2014.

We have had an increase in the Homeless Approaches. The Housing Demand team are short of staff and decisions on homelessness are exceeding the 33 day KPI. As a result households are remaining in TA for longer without a homeless decision. We have also had several families that have been served with NTQ's requesting Reviews on the decisions. This means that households are remaining in TA once a decision is made pending the outcome of a Review.

9.2.1.10 **Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP**

This has been previously reported.

9.2.1.11 **The percentage of household waste sent for reuse, recycling or composting.**

This has been previously reported.

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

Council's Gold Project Update

9.3 The summary below provides CMT with an update on the Council's Gold Projects as at the 30th September 2014. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E.**

9.4 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.

9.5 **Monthly Period Summary**

9.6 This report covers six Gold Projects in total; highlight reports have been received in time for this report.

9.7 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following submitted in draft format:

- *Safeguarding Improvement Board;*

9.8 Of the six submitted highlight reports, five have been assessed to have an **overall** status of '**Amber**' and one at '**Red**'.

9.9 For 'Timeline' one project has been evaluated at 'Green' status, four at 'Amber' status and one at 'Red'.

For 'Budget' four are assessed at 'Green' and two at 'Amber'.

For 'Issues and Risks' five have been evaluated at 'Amber' and one at 'Red'.

9.10 The 'Safeguarding Improvement Plan' project has been assessed as 'Red' for Issues and Risks, Timeline and for the Overall Status of the project.

Fuller details are provided in the table beneath, and in the Appendix E.

**Project Manager / Sponsor assessed status of Gold Projects as at:
30th September 2014**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	AMBER	Amber	Amber	Amber	Approved	<ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Confirm priority location for Video Conferencing. 3. Reliance on Partners – Where CMT members have management of partners under their area, support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc. 4. Further funding required to cover unexpected costs as per above notes to fund roof replacement, upgrade of the intruder and fire alarm etc. CMT asked to support this additional requirement.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	<ol style="list-style-type: none"> 1. Leadership and management development: <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects. • Support take up and facilitation of MDP. • Support review of Scheme of Delegation via SMTs. 2. Governance: <ul style="list-style-type: none"> • CMT to consider how to acquire or develop project, programme management and transformation capacity. 3. Staff engagement <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme. 4. Customer Focus: <ul style="list-style-type: none"> • SD CCS to review current

						<p>operation of the CFPB.</p> <p>5. Staff sickness:</p> <ul style="list-style-type: none"> • None for CMT. <p>6. IT infrastructure:</p> <ul style="list-style-type: none"> • CMT to ask that ICT strategy and delivery to ensure infrastructure supports modern E learning methods including decision on video and audio being made available.
Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	To note the update and the on-going risk in relation to the court of protection applications, the current underachievement of savings, the impact of delays in securing appropriate housing and the impact on the project of temporary reduction in project support.
Safeguarding Improvement Plan	RED	Red	Green	Red	Draft	<ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to discuss the more detailed data on agency /perm ratios , challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required. 3. CMT note and challenge the performance outcomes. 4. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for a trust and redress the impact of a trust on the Council. 5. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers & corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.
School Places Programme	AMBER	Amber	Green	Amber	Approved	<ol style="list-style-type: none"> 1. To support the project team by ensuring there is sufficient capacity and capability to plan and deliver the strategy. 2. To support the project team by ensuring there is sufficient capacity and capability to plan, drive and accelerate the provision of SEN places. 3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.
The Curve	AMBER	Amber	Amber	Amber	Approved	1. Note progress and activity on

						site. 2. Note management of risks to project timeline and budget. 3. Take appropriate action to address risks as indicated above.
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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 E**

10 Write Offs

10.1 A net total of £453k has been written off during the second quarter of 2014/15. As in the previous quarter the majority of this total relates to NNDR debt (£310k). The write off across the council's services for the second quarter, including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Adult Social Care	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace		1,101.93	21,080.50	231.54			22,413.97
Uneconomical to pursue			44.87	1,086.25			1,131.12
Vulnerable persons		775.30					775.30
Deceased		2,368.66	6,347.59	1,547.28			10,263.53
Statute Barred		1,972.76	574.74	1,221.53			3,769.03
Absconded	68,271.28	7,663.71		2,002.65			77,937.64
Instruction from Client				33,711.77			33,711.77
Nulla Bona (Returned from Bailiff)				53,241.73			53,241.73
Unable to Enforce				6,950.81			6,950.81
Dissolved	41,144.53						41,144.53
Proposal to Strike	90,318.84						90,318.84
Liquidation	94,722.19						94,722.19
Receivership	1,446.55						1,446.55
Misc.	13,627.12	1,303.91	514.07				15,445.10
	309,530.51	15,186.27	28,561.77	99,993.56			453,272.11
Pre April 2012	112,863.76	7,170.31	3,783.51	56,613.77			180,431.35
Post April 2012	196,666.75	8,015.96	24,778.26	43,379.79			272,840.76
	309,530.51	15,186.27	28,561.77	99,993.56			453,272.11

11 Virements

11.1 Virements during the first quarter of the current financial year requiring approval are as follows

Service Area		Amount £'000	Reason
From	To		
Regeneration, Housing and Resources	Customer and Community Services	51,960	Transfer of post.

Regeneration, Housing and Resources	Customer and Community Services	116,070	transfer of premises budgets
Regeneration, Housing and Resources	Customer and Community Services	16,000	Transfer of Transport budgets
Reserves	Customer and Community Services	252,200	Release of 2013/14 Carry Forwards
Reserves	Regeneration, Housing and Resources	263,810	Release of 2013/14 Carry Forwards
Reserves	Chief Executive	80,500	Release of 2013/14 Carry Forwards

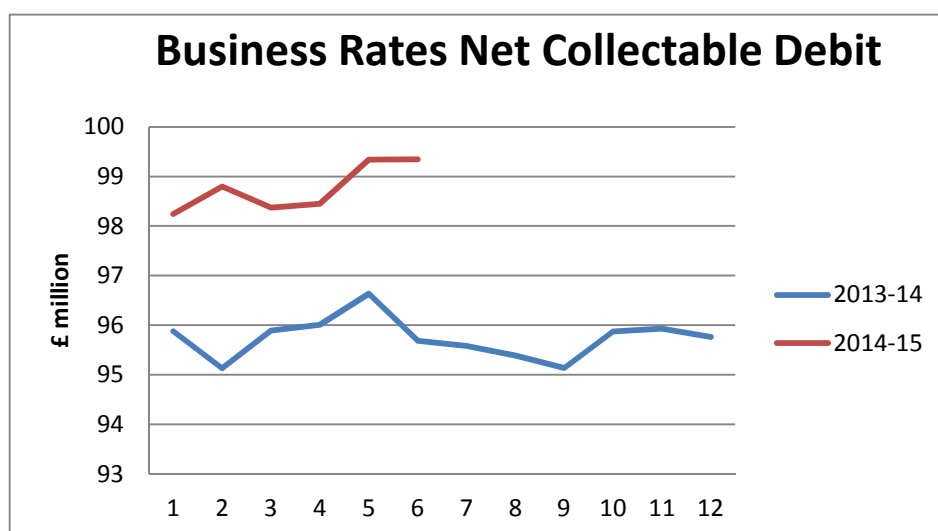
12 Income Monitoring

12.1 The Council set its budget in February 2014.

Funding	2014/15 Budget Setting £m	2014/15 Projection £m	Variance £m
Council Tax	43.85	44.08	0.23
Retained Business Rates	27.13	28.8	1.67
Revenue Support Grant	32.47	32.47	0.00
Education Services Grant	1.96	1.80	(0.16)
NHS Monies to Support Social Care	2.36	2.36	0.00
New Homes Bonus	2.01	2.01	0.00
Other Non-Ringfenced Grants	1.03	0.93	(0.10)
Collection Fund	1.30	1.30	0.00

12.2 It is important to note that due to the Collection Fund accounting arrangement in place within Local Government, any surplus on Council Tax income and retained Business Rates will be of benefit to the Council in the next financial year.

12.3 It is also important to note how volatile Business Rate income is, see the graph below



- 12.4 The Council is expected to receive £102k less Local Service Support Grant than the assumption at budget setting. This will be adjusted for in future year's budget and the medium term financial strategy.
- 12.5 Cabinet are also asked to note income being received in respect of the Better Care Fund. A part of the Better Care Fund agreement between SBC and Slough Clinical Commissioning Group is the transfer of funding between the NHS and the local authority under a section 256 of the NHS Act 2006. For 2014/15 this involves the transfer of £2.362m from NHS England to SBC for the purpose of providing health and social care services. This funding is already committed as part of adult social care service plans. The Section 256 agreement has to be approved by the Slough Wellbeing board and a report is being taken to the 24th September 2014 meeting to confirm what the funding will be used for, the agreed outcomes and monitoring arrangements.
- 12.6 The £2.362m forms part of SBC's overall contribution to the Slough Better Care Fund of £5.612m in 2014/15 and £9.762m in 2015/16.

13 **Comments of Other Committees**

This report is due to the Overview & Scrutiny Committee before Cabinet

14 **Conclusion**

- 14.1 The Write offs and Virements are shown in this report for members to approve. The Council overspend continues to reduce and the council remains positive that it will be able to take appropriate action to ensure that this position is mitigated in full or in part by the end of the financial year. The summary of the six Gold projects as at September 2014 indicates that the overall status of five have been assessed as **Amber** and one as **Red**. None have been assessed as **'Green'**.

15 **Appendices Attached**

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - Gold projects summary

16 **Background Papers**

- '1' - Supporting working papers held in finance

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Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	36.405	36.405	0.000
Central Management	0.270	0.237	(0.033)
Children and Families	20.906	21.560	0.654
Education (Non-Schools)	6.662	6.557	(0.105)
Public Health	(0.195)	(0.110)	0.085
Total Wellbeing	64.048	64.649	0.601
Total Schools	(0.337)	(0.337)	0.000
<u>Customer and Community Services</u>			
Customer Services and IT	0.547	0.547	0.000
Community and Skills	6.514	6.443	(0.071)
Enforcement and Regulation	2.004	2.019	0.015
Strategic Management	(0.126)	(0.126)	0.000
Transactional Services	8.068	8.218	0.150
Procurement	0.606	0.606	0.000
Total Customer and Community Services	17.612	17.706	0.094
<u>Regeneration, Housing and Resources</u>			
Strategic Management	0.046	0.146	0.100
Corporate Resources	2.109	2.084	(0.025)
Housing and Environment	14.698	14.844	0.146
Estates and Regeneration	11.247	11.039	(0.208)
Total Regeneration, Housing and Resources	28.100	28.113	0.013
<u>Chief Executive</u>			
Executive's Office	0.334	0.334	0.000
Communications	0.300	0.300	0.000
Policy	0.703	0.693	(0.010)
Professional Services	3.051	2.946	(0.105)
Total Chief Executive	4.388	4.273	(0.115)
Total Corporate	(0.150)	(0.150)	0.000
Total Net Cost of Services	113.661	114.254	0.593
% of revenue budget over/(under) spent by Services			0.5%
Total Non Departmental Costs	(1.546)	(1.381)	0.165
Total General Fund	112.114	112.872	0.758
% of revenue budget over/(under) spent in total			0.7%

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	Expenditure	Sep-14	Projection
Directorate	Budget	Actual £000s	£000s
Resources	20,861	4,003	18,213
Wellbeing	7,622	2,132	7,895
Chief Executive	76	0	76
Customer & Community Services	12,280	1,533	7,762
Housing Revenue Account	19,155	5,766	14,146
Total	59,994	13,434	48,092

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	Actual Expend Sept 2014	Total Projected Expend
Education Services							
P051	Primary Expansions (Phase 2 for 2011)	Tony M		5,584	4,587	1,353	4,795
P076	Town Hall Conversion	Tony M		261	111	73	145
P090	Expand Littledown School	Tony M		2	10	6	10
P093	Schools Modernisation Programme	Tony M	236	3,072	973	317	1,068
P101	SEN Resources Expansion	Tony M		125	8	8	8
P749	Children's Centres Refurbishments	Jean C		40	40		40
P783	Schools Devolved Capital	A Lad		137	156	183	183
P856	Haymill/Haybrook College Project	Tony M	15	75	90	3	88
P887	Willow School Expansion	Tony M			61	5	61
	DDA/SENDA access Works	Tony M		50	10		10
	Youth/Community Centres Upgrade	A Lakhan		75	75		67
	2 Year Old Expansion Programme	Jean C		355	85	54	85
	Penn Rd & Chalvey Grove Children's Centre	Jean C	(6)	150	144	35	144
P895	Monksfield Way Children's Centre	Jean C	93	30	123	75	124
	Lea Nursery Heat Pump	Tony M		12	12		0
	Special School Expansion-Primary, Secondary & Post 16	Tony M		100	50		50
P142	Children's Centres IT	Jean C	35		35		15
P131	School Meals Provision	Tony M		232	200	20	202
P139	Haybrook 323 High Street	Tony M			200		200
Total Education Services			373	10,300	6,970	2,132	7,295
Chief Executive							
P109	Local Broadband Plan	C/Ex		76	76		76
Total Chief Executive				76	76	0	76
Customer & Community Services							
P083	Cemetery Extension	Andrew S	(24)	766	742	207	594
P103	Slough Play Strategy	Andrew S	37		37	12	37
P107	Repairs to Montem & Ice	Andrew S	441	80	521	128	469
P383	Herschel Park	Andrew S	86		86		86
P873	Crematorium Project	Andrew S	275	1036	1311	107	1180
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Andrew S	352	90	442	1	396
	Registrars	Andrew S	55	706	70	41	70
Financial System Upgrades				1,750	1,750		1,300
P088	Baylis Park Restoration	Ollie K	40	500	350		350
P089	Upton Court Park Remediation	Ollie K	25		25		20
P105	Civica E-Payment Upgrade	R Parkin	40		40	15	40
P784	Accommodation Strategy	R Parkin	678	2,323	3,001	517	1,800
	Expansion of DIP Servers	R Parkin	150		150		0
	IT Disaster Recovery	R Parkin	1,000		1,000		0
	Refresh of Existing IT Assets	R Parkin	500		500		0
	Cippenham Green	S Gibson		200	0		0
	Hub Development	S Gibson		200	200		0
P084	IT Infrastructure Refresh	S Pallet	160	350	510		0
P084	Replacement of SAN	S Pallet	125		125		0
P871	Community Investment Fund	Various	103	1,148	1,251	485	1,251
P875	CCTV Relocation	S De Cruz	119		119	20	119
	Leisure	Andrew S			50		50

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	Actual Expend Sept 2014	Total Projected Expend
	Total Customer & Community Services		4,162	9,149	12,280	1,533	7,762
	Community and Wellbeing						
P331	Social Care IT Developments			52	52		
	Supported Living	Alan S		100	100		100
	Extra Care Housing	Alan S		100	500		500
	Total Community and Wellbeing			252	652		600
	Resources, Housing and Regeneration						
P006	Disabled Facilities Grant	N Aves		364	364	134	364
P068	Street Lighting Improvement Phase 2	A Deans		200	200	4	200
P069	Highway & Land Drainage Improvements	A Deans		70	70		68
P079	Catalyst Equity Loan Scheme	N Aves	27		27		27
P066	The Curve	A Stevens		10999	10,999	2,223	10,999
P128	Corporate Property Asset Management	S Gibson		250	250	33	101
P111	Major Highways Programmes	A Deans		765	765	6	765
P113	Lascalles Lodge	A Thomas	179	10	189	52	189
P728	Highway Reconfigure & Resurface	A Deans		500	500		500
P779	Britwell Regeneration	A Stevens	178	220	398	45	398
P869	Chalvey Hub	A Stevens	548		548	21	43
P881	Colnbrook By-pass	A Deans	131		131		0
P117	Garage Sites Stage 7	N Aves		96	96		96
P127	Demolitions	S Gibson		230	230		200
P104	Stoke Poges Footbridge	A Deans		1,000	1,000		300
P116	Windsor Road Widening Scheme	S Gibson	29	460	489	19	69
	Flood Defence Measures SBC/EA Partnership	A Deans		100	100		0
P135	Plymouth Road (dilapidation works)	S Gibson		120	120		107
P137	Relocation of Age Concern	S Gibson		30	30		2
P136	Land acquisition (Chalvey)	S Gibson		500	500	1	12
	A4/Upton Court Park Junction Improvements	S De Cruz	350		350		250
	A4 Lascalles Road Improvements	S De Cruz	50		50		50
P098	Traffic Light & Junction Improvements	S Decruz	(227)	811	584	59	584
P097	Better Bus Fund	S Decruz	488		488	988	545
P102	Local Sustainable Transport Fund	S Decruz	538	455	993	129	993
P323	Road Safety Programme	S De Cruz	118		118	150	150
P874	Casualty Reduction	S De Cruz	64		64	2	64
P322	Parking Strategy	S Decruz		16	16		16
P125	EV Charges	J Newman	12	78	90	89	90
P134	Car Parking lighting efficiency scheme'	S Decruz		185	185		185
	Invest to Save Vinci Park Contract	S Decruz		200	200		200
	Air Quality Grant	J Newman		67	67		67
	Replacement of Art Feature	R Kirkham	12		12		12
P661	Local Safety Scheme Programme	S Decruz	188	60	248	-4	248
P060	Station Forecourt	A Deans	20		20		20
P064	Infrastructure	A Deans	120	200	320	32	249
	Housing Subsidiary	N Aves					0
	Bath Road Redevelopment	S Gibson					0
	Northborough Park	S Gibson					0

General Fund Spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 14-15 Budget £'000	Actual Expend Sept 2014	Total Projected Expend
	LEP Transport Scheme	S De Cruz					0
	Redevelopment of Thomas Grey Centre	S Gibson					0
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman					0
	Carbon Management	J Newman					0
	Street Lighting Replacement Project	A Deans					0
P143	Municipal Bonds Agency	J Holmes			50	20	50
	Total RHR (including Heart of Slough)		2,825	17,986	20,861	4,003	18,213
	TOTAL GENERAL FUND		7,360	37,763	40,839	7,668	33,946
	Funding						

HRA spend	Project	Lead Officer	2013-14 Carry Forward £000s	Approved 2014-15 Budget £'000	Revised 2014-15 Budget £'000	Actual Expenditure AS PER ORACLE SEPTEMBER 2014	Projected Expend
	Housing Revenue Account						
P544	Affordable Warmth/Central Heating	N Aves/Adrian T					0
P544 (4601)	Boiler Replacement	N Aves/Adrian T		667	667	667	667
P544 (4602)	Heating / Hot Water Systems	N Aves/Adrian T		320	320	320	320
P544 (4603)	Insulation programmes	N Aves/Adrian T	193	630	823	953	953
P552	Window Replacement	N Aves/Adrian T			600	483	600
P552A	Front / Rear Door replacement	N Aves/Adrian T	700	448	548		548
P558	Internal Decent Homes Work	N Aves/Adrian T					0
P558A	Kitchen Replacement	N Aves/Adrian T		1,402	1,402	1,100	1,100
P558B	Bathroom replacement	N Aves/Adrian T		692	692	66	600
P558C	Electrical Systems	N Aves/Adrian T		263	263		263
P559	External Decent Homes Work	N Aves/Adrian T					0
P559A	Roof Replacement	N Aves/Adrian T		187	187		100
P559B	Structural	N Aves/Adrian T		598	598	343	579
	DISH	N Aves/Adrian T					
	Decent Homes		893	5,207	6,100	3,932	5,730
		N Aves/Adrian T					
P516	Winvale Refurbishment	N Aves/Adrian T	44		44	0	44
P541	Garage Improvements	N Aves/Adrian T	350	200	468		468
P548	Mechanical Systems /Lifts	N Aves/Adrian T	200	174	374		300
P545	Capitalised Repairs	N Aves/Adrian T					0
P551	Security & Controlled Entry Modernisation	N Aves/Adrian T	6	44	50		50
P564	Darvills Lane - External Refurbs	N Aves/Adrian T					0
P565	Estate Improvements/Environmental Works	N Aves/Adrian T	170	200	278	85	240
P569	Replace Fascias, Soffits, Gutters & Down Pipes	N Aves/Adrian T		835	835	637	637
P573	Upgrade Lighting/Communal Areas	N Aves/Adrian T	700	250	550	112	550
P573A	Communal doors	N Aves/Adrian T		47	47		47
P573B	Balcony / Stairs / Walkways areas	N Aves/Adrian T		81	181		180
P573C	Paths	N Aves/Adrian T		327	265		270
P573D	Store areas	N Aves/Adrian T		143	157		157
	Sheltered / supported upgrades	N Aves/Adrian T		0	0		0
	Planned Maintenance - Capital		1,470	2,301	3,249	834	2,943
P546	Environmental Improvements (Allocated Forum)	N Aves/Adrian T	309	100	409	0	409
P405	Tower and Ashbourne	N Aves/Adrian T			522		522
P547	Major Aids & Adaptations	N Aves/Adrian T	50	400	450	145	450
P779/P575	Affordable Homes	N Aves/Adrian T	4,200	2,000	6,200	376	3,004
P779	Britwell Regeneration	N Aves/Adrian T	2,225		2,225	479	1,610
	Housing Revenue Account		9,147	10,008	19,155	5,766	14,146

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WELLBEING DIRECTORATE

OVERVIEW: The Directorate's net controllable Revenue budget for 2014/15 is **£63.710m**. The current total projected net expenditure is **£64.311m** and therefore the Directorate is forecasting an overspend of **£0.6m**. This is a decrease of approximately **£0.4m** compared to last month.

The latest summary table is shown below:

WELLBEING BUDGET MONIORING SUMMARY						
Service	Budget	Outturn	Diff	Last	Chg	%
Adult Social Care	36,405	36,405	0	0	0	0%
Public Health	-195	-110	85	0	85	-44%
Central Management	270	237	-33	0	-33	-12%
Children & Families	20,906	21,560	654	1,048	-394	3%
Education (Non Schools)	6,662	6,557	-105	0	-105	-1%
Schools (DSG)	-337	-337	0	0	0	0%
GRAND TOTAL	63,710	64,311	602	1,048	-446	0.9%

Movement since last month

Overall the pressure has reduced by **£446k**. This is due to favourable movement on the Children Social Care (CSC) services. As part of the recovery plan there has been a successful review of 8 high cost placements that have been accommodated at a significantly lower cost. This review is ongoing but the likely success of further reductions is difficult to gauge so no further reductions due to this review has been built into the forecast.

The reduction in the Adult Social Care pressure is due to the assumption that the recovery plan to save **£568k** will be fully realised. Since then further pressures of **£334k** has been identified and included in the forecast. This is due to 8 additional clients on the Older People budget in the past 2 months. This though has been offset by identifying additional one off reduction relating to expenditure on Carers and use of Winter Pressure funds. However it must be noted that many of the areas identified to deal with the original pressure of **£568k** is yet to have any impact on reducing costs. The service however remains optimistic that these will yet have the desired effect and this is being closely monitored.

Underlying position

Children Social Care - The remaining pressure is largely due to the increase in court mandated mother and babies placements. These cost over **£3k** per week and are typically for 12 week periods. We have made an allowance in the forecast for up to 6 additional new cases at an anticipated cost of **£200k**. There is also the overspend on Legal Fees of **£170k**; although this pressure has eased on the **£360k** overspend from last year. The pressure on the Early Help Budgets of has eased. It is now expected to overspend by **£134k** due to a revision in the likely Grant Income on the Troubled Families Programme. The figures for Children & Families include the full use of the staffing contingency of **£2.4m**.

Adult Social Care - the pressures previously reported on the Adult Social Care Budget in the Mental Health and Learning Disabilities remain unchanged.

This has been joined by the new pressures on the Older Peoples budget mentioned above.

Savings Monitor

The Directorate has savings totalling over **£4.5m** for 14/15. The latest savings monitor shows that over 60% of these savings have already been delivered. Of the remaining 40% there are serious concerns surrounding savings totalling approximately **£223k**, mostly relating to LD Transformation.

WELLBEING SAVINGS MONITORING SUMMARY: 2014-15							
Ref	EFFICIENCY SAVINGS	RAG	AMOUNTS				Division
			Agreed	Achieved	Projected	Slip	
2	Supporting People	Green	25	25	25	0	ASC
5	Re-design Speedwell Employment Services	Green	100	100	100	0	ASC
11	Staffing Restructure	Green	170	170	170	0	ASC
6	Increase Fees & Charges	Green	180	180	180	0	ASC
12	Inflation Contingency	Green	200	200	200	0	ASC
20	Supporting People Efficiencies	Green	437	337	437	0	ASC
22a	Management of Contract Price Inflation	Green	327	327	327	0	ASC
22b	Management of Contract Price Inflation	Green	113	113	113	0	C&F
7	Raising Participation Partnership	Green	25	25	25	0	Non-Sch
4	Directorate Savings	Green	128	128	128	0	Non-Sch
10	Services to Schools Review	Green	140	140	140	0	Non-Sch
9	Services to Schools Review	Green	202	202	202	0	Non-Sch
17	Public Health Cost Recovery	Green	50	50	50	0	PH
8	Prevention & Protection	Green	614	614	614	0	PH
1	Transformational Strategy	Amber	750	201	550	(200)	ASC
13	Re-ablement - Reduction in Care Packages	Amber	70	0	70	0	ASC
13	Mental Health Savings	Amber	100	0	100	0	ASC
14	Review of Care Packages (RAS)	Amber	200	0	200	0	ASC
15	Extra Care Housing - Internal Service	Amber	128	0	128	0	ASC
16	Internal Day Services	Amber	100	0	100	0	ASC
18	Community & Voluntary Commissioning	Amber	150	39	150	0	ASC
19	Telecare & Support	Amber	25	10	25	0	ASC
21	Meals Service	Amber	63	33	40	(23)	ASC
3	Commissioning Efficiencies	Amber	250	0	250	0	C&F
	Total		4,547	2,894	4,324	(223)	
RAG Definitions							
Implemented or on track to be delivered		Green	2,711	59.6%			
Action is required, but is expected to be delivered		Amber	1,613	35.5%			
In danger of not being delivered		Red	223	4.9%			
			4,547				

Customer and Community Services:

Revised Budget £17.612m

Forecast Outturn £17.706m

Overspend £94k (0.5% of the budget)

Customer and Community Services: Departmental Summary

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	547	547	0	0%	0
Community and Skills	6,514	6,443	(71)	(1.0%)	(74)
Enforcement and Regulation	2,004	2,019	15	0.7%	(115)
Strategic Management	(126)	(126)	0	0%	0
Corporate Procurement Team	605	605	0	0%	0
Transactional Services	8,068	8,218	150	1.9%	0
Total	17,612	17,706	94	0.5%	(189)

Directorate Summary for the 2014/15 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £94k, largely due to CCTV/Careline income shortfall, land charge claims, slippage in the savings for the phase 2 arvato contract, and business rate issues at 2 locations offset by income from community centres, primary authority and building control; the phase 2 contract payments reduce on annual basis from 2015/16 onwards.

Service: Community and Skills**Explanation of variation from budget:**

The underspend arises from business rates on SYPC and Haymill (these are in discussion with property services over rebates) offset by a vacancy and underspends in the Parks and Open Spaces service and additional income from the community centres. There may be a future pressure arising from the refurbishment works at the Langley Leisure Centre, but whether any compensation cost is paid in this financial year or the next will depend upon the timing of the capital scheme; there is a possibility that the capital scheme may slip into next year but this is still subject to the finalisation of the capital scheme.

Service: Enforcement and Regulation**Explanation of variation from budget:**

The £15k overspend is the current £100k projected shortfall in the budgeted income to support the CCTV/Careline services along with a forecast £60k pressure on the local

land charges service arising from a change in government policy; offset by slippage of £65k for SIFE, £50k additional Primary Authority income and £30k underspend in Building Control from additional income and lower costs.

Service: Transactional Services

Explanation of variation from budget:

The savings for phase 2 transactional savings are now scheduled to be phased in over the life of the contract and will be achieved through decreasing annual contract payments; future annual contract savings should average around £200k. This would have led to a much larger overspend in this year but the Medium Term Financial Volatility Reserve has been drawn upon to 'smooth' out the profile of these savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

Regeneration, Housing and Resources Directorate:**Revised Budget £27.823m****Forecast Outturn £27.836m****Overspend £13k (0.5% of the budget)****Overview: Period 6 – September 2014**

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	46	146	100	217%	25
Corporate Resources	2,109	2,084	(25)	(1.2%)	23
Housing and Environment	14,421	14,567	146	1%	87
AIR (Estates Regeneration)	11,247	11,039	(208)	(0.2%)	(178)
Total Regeneration, Housing and Resources	27,823	27,836	13	0.5%	(43)

Directorate summary for the 2014-15 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an overspend position of £13k, pending the successful delivery of the 2014/15 savings targets. The two main changes from last month that have contributed to this position are the Business Rates rebate for the unoccupied floor space at SMP during the refurbishment and an increase in homelessness costs.

Service: Strategic Management**Explanation of variation from budget:**

At the present time, an overspend of £100k is forecast reflecting the pressure of achieving this year's savings targets and the one off costs of researching the Housing Subsidiary Company; these costs for the HSC (legal, financial and specialist advice up to £50k) were sanctioned by Cabinet at its meeting on the 14th April 2014 .

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

An overspend of £146k is projected at period 6 due to a £29k reduction in fee income from Home Improvements arising from a lower capital budget, additional pension contributions and overspend of £84k on homelessness provision; the estimated £277k

profit share for 2014 from the Amey contract has been used to help meet the unallocated 2014/15 major contracts saving target.

Service: AIR (Estates and Regeneration)

Service	Budget	Forecast Outturn	Variance	Variance / %
Property Services	£641,020	£507,020	(£134,000)	(20.9%)
Facilities & Corporate Landlord	£2,422,020	£2,376,020	(£46,000)	(1.9%)
Highways Engineering	£3,641,180	£3,641,180	0	0%
Asset Management	£126,480	£171,480	£45,000	35.6%
Transport	£4,416,520	£4,343,280	(£73,240)	(1.6%)
Total	£11,247,220	£11,038,980	(£208,240)	(0.2%)

Explanation of variation from budget:

Property Service

A projected underspend of £134k is now forecast arising primarily from additional pension charges, £97k severance pay, £49k additional reactive repair costs (legionellas works etc.) offset by additional capitalisation of staff time and correction of coding errors, and £70k reduction in corporate repairs.

Facilities & Corporate Landlords

The period six forecast is for an underspend of £46k due to a £184k Business Rates rebate for the vacant floors at SMP during the refurbishment, offset by increased standby and utility costs associated with operating the community centres.

Highways Engineering

There are no projected variances at the present time; a recruitment freeze is currently in place pending merger of the Highways and Transport services later in the year.

The service has a £200K increase in the Street works Income budget for 2014/15 related to a compensation claim against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute and subject to legal action. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

Asset Management

The projected net pressure of £45K results from a combination of pressures from various service budgets (including a £60k overspend on the Age Concern budget) that outweigh a £81K saving from the Bus Station due to higher than budgeted recharge income. Included within this overspend is a projected £26k overspend from consultants/agency staff in B081 (valuation).

Transport Services

There is a forecast saving of £73k in this year arising from the early implementation of the 'Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks' in September 2014, and income from the CCTV vehicles offset by additional parking costs such as an estimated £50k loss in income from the 'Free from 3' policy; this capital 'Invest to save' project was approved at Capital Strategy Board in January 2014 and the full year savings have been included in the 2015/16 savings proposals.

Housing Revenue Account:
Revised Budget £3.593m
Forecast Outturn £1.693m.

Resources, Housing and Regeneration: Housing Revenue Account Summary

HRA	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Expenditure	39,754	37,804	(1,950)	(4.9%)	(1,950)
Income	(36,161)	(36,111)	50	0.1%	50
Total	3,593	1,693	(1,900)	(52.9%)	(1,900)

Service: Housing Revenue Account

Explanation of variation from budget:

For period 6, the forecast underspend is £2m projected underspend on Repairs & Maintenance offset by pension and staffing pressures and slightly reduced rental income.

On the capital programme, there are currently forecast underspends of £0.225m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £3.5m on the Affordable Homes programme, £1.225m on the Britwell regeneration project and £0.359m on Environmental Improvements.

Chief Executive: 2014/15 Monthly Summary

Overview: Period 6 – Sep 2014

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Chief Executive	334	334	0	0%
Communications	300	300	0	0%
Policy	703	693	(10)	-1.42%
Professional Services	3,051	2,946	(105)	-3.44%
Total Chief Executive	4,388	4,273	(115)	-2.62%

Directorate summary for the 2014/15 year to date

Service: Policy

Explanation of variation from budget:

An underspend of £10k is expected from project work in Community Cohesion

Service: Professional Services

Explanation of variation from budget:

Corporate & Members Services – underspends expected across a number of supplies and services as well as a staffing vacancy (£55k).

Legal Services – staffing vacancies (£50k).

Corporate Services: 2014/15 Budget Summary

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %
Corporate and Democratic Core	(205)	(205)	0	0.0%
Pensions	467	467	0	0.0%
Benefits Paid and Subsidies	(411)	(411)	0	0.0%
Housing Act Advances / Equity Share Scheme	(1)	(1)	0	0.0%
Total	(150)	(150)	0	0.0%

Non-Departmental Costs

The Local Services Support Grant was expected to be approximately £200k this income has been confirmed as £98k giving a shortfall of £102k.

The cost of the World War one memorial will be approximately £25k.

The revenue cost of community investment projects requested by Members is estimated at £36k for this financial year.

Carbon Reduction Commitment costs are £154k.

The Major Contracts Review saving for 2014/15 (£500k) has, so far, been partially attributed to the Amey profit share amount for this year (£277k). This leaves a balance of £223k to find, as yet unidentified.

Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2014-15: to end of September 2014

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Financial health", "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.

Financial health							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date	Oct 2014	94.8% <small>[2013-14 in-year collection rate]</small> 95.3% <small>[2012-13 in year collection rate]</small>	Sept 2014 9.2 % per month % accrued 56.4%	56.6% [April to Sept 2014]	n/a	Green	A collection profile has now been agreed with arvato and the Council Tax collection is 0.2% above the profile. Our current collection rate which is cumulative and will grow as the year goes by. We are also aware that due to boundary changes that properties that were originally in the Britwell Parish we billed two months late and their instalment payments will continue until March 2015 instead of January 2015.
Business Rates collection rate: Percentage of total amount due for 2013-14 collected to date	Oct 2014	96.2% <small>[2013-14 in-year collection rate]</small> 94.9% <small>[2012-13 in year collection rate]</small>	Sept 2014 9.1% per month % accrued 55.8%	55.0% [April to Sept 2014]	n/a	Amber	A collection profile has now been agreed and the collection rate for September is 0.8% below the target, however during August a number of new properties came into charge increasing the Net Collectable debit, however no collection will be made on these accounts until September/ October as we are legally obliged to provide the Customer with 14 days' notice before we can make a collection and the collection date is 1st of the month. The collection rate when compared to 2013-14 is slightly down but this is because there was a change in legislation which allows Customers to pay over 12 instalments in this financial year as opposed to 10 instalments in previous years and 23% of the debt is now being paid over 12 instalments.

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	Oct 2014	2,511 [March 2014] 2,034 [March 2013]	increasing 2,000+	3,859 [Sept 2014]	↑	Green	2014-15 is seeing a significant increase in volume of e-Payments. 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)	Oct 2014	27.0% [March 2014] 44.8% [March 2013] 38.8% [March 2012]	KPI is being baselined	10.7% [Sept 2014]	↑	n/a	increase of nearly 30% reduction in abandoned calls from August to September In Sept MyCouncil offered 20,089 calls of which 2,152 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 10.7%. Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate. This performance measure is in a period of baselining until December 2014, at which point agreed 'targets' will be formalised.
Number of Freedom of Information requests made (total across whole council)	Oct 2014	106.7 [average per month 2013-14] 79.1 [average per month 2012-13]	n/a	95 [Sept 2014] 112.8 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. The number of FOI requests made to the council has increased dramatically throughout the past year and continues to increase. 2013-14 saw an annual total of 1,280 requests - an average of more than 106 per month. In terms of Departments, Customer and Community Services is the subject of most FOI requests with 43% of all requests received during 2013/14.

Customer Focus

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
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	Oct 2014	<p align="center">41% [2013-14]</p> <p align="center">39% [2012-13]</p>	n/a	41% 39 of 95 [Sept 2014]	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 August 2014, 41% 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 57 separate applications, or 4% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	Oct 2014	<p align="center">Total: 494 41.2 monthly average [2013-2014]</p> <p align="center"><i>Total: 442</i> <i>36.8 monthly average</i> <i>[2012-13]</i></p> <p align="center"><i>Total: 638</i> <i>53.2 monthly average</i> <i>[2011-12]</i></p>	45 or fewer per month	Total: 37 497 in year to date 41.4 monthly average year to date [year to Sept 2014]	↑	Green	Sept 2014 saw 37 stage one complaints logged, a total for the year-to-date of 497, with a monthly average for this period of 41.4. 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 are circulated to target attention on those areas generating highest volumes of complaints.

People							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment (headcount)	Oct 2014	1,160 [Q4 2013-14] 1,413 [Q4 2012-13] 1,521 [Q4 2011-12]	reduce	1,150 [Sept 2014]	↑	Green	The number of staff has reduced as new models of service delivery are implemented.
Number of staff in establishment (FTE - 'full time equivalent')	Oct 2014	894.20 [Q4 2013-14] 1,136.8 [Q4 2012-13] 1,286.9 [Q4 2011-12]	reduce	905.7 [Sept 2014]	↑	Green	The number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	Oct 2014	10.1% [2013-14] 7.9% [2012-13] 5.5% [2011-12]	5-15%	9.0% [year to Sept 2014]	↑	Green	Data is provided as a 'rolling year' position. Although still within parameters. Staff turnover has increased at a faster rate. Further investigation is require into the reasons why more staff are resigning.
Average staff sickness rate (days lost per FTE)	Oct 2014	8.3 days [2013-14] 9.9 days [2012-13] 11.6 days [2011-12]	8.5 days by Sept 2013. 6.5 days by Sept 2014.	8.9 [year to Sept 2014]	↓	Red	Data is provided as a 'rolling year' position. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness. Work still required to reduce sickness in Wellbeing Directorate. Pockets of rises in other areas of the council are emerging, rise in sickness in Housing services.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with serious weaknesses	Oct 2014	1 [Mar 2014] 3 [Mar 2013] 2 [Mar 2012]	0	3 [Oct 2014] (1 vol aided; 2 academy schools)	↔	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. St Ethelbert's has been deemed to be making 'reasonable progress towards the removal of special measures' at the third monitoring inspection. Marish has been deemed as making 'reasonable progress' at the first monitoring inspection since the school was judged to have serious weaknesses. Godolphin Infants has recently been inspected as subject to 'special measures'. Both Colnbrook and Foxborough are awaiting their first Ofsted inspection since converting to academy status.
New: % of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-13	New indicator for 2012/13 hence no baseline exists	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%).
New: % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Sept 2014	74% [2012-13] 73% [2011-12]	increase	Provisional 77.5% [2013-14]	↑	Green	PROVISIONAL Achievement in the 2013-14 academic year shows a 3.5% improvement on the previous year of 74%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1.5% under the England average (79%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	19-Feb-14	66.1% [2011-12] 68.1% [2010-11]	increase	71.4% [2012-13]	↑	Green	Achievement in the 2012/13 academic year shows that performance in Slough Schools has improved by 5.3% from 66.1% in 2011/12 to 71.4% 2012/13. Slough's result remains well above the England average of 59.2% for 2012/13. Slough is ranked 7th best performing nationally out of 152 local authorities.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) Comparisons for latest data: Great Britain ('GB') and South East of England ('SE')	Oct 2014	2.8% [Mar 2014] 3.7% [Mar 2013] 3.7% [Mar 2012]	maintain at low level compared to national value	2.0% 1,885 people [Aug 2014] SE: 1.3% GB: 2.3%	↑	Amber	JSA claimant rate in August fell to 2.0%, comprising 1,885 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close. 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. 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. 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. 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.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 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 (JSA claimants).	Oct 2014	34.9% [Mar 2014] 33.3% [Mar 2013]	decrease	27.1% [Aug 2014]	↑	Green	In August, official figures show a total of 350 people aged 18-24 were claiming JSA; 95 of these were claims of 6 months or more (27.1%). This percentage has reduced slightly on last month. 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 due to seasonal employment trends.
Unemployment: Proportion of the economically inactive working-age population who state they want a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.] National: 24.6% South East: 26.7%	July 2014	32.8% [March 2014] 22.6% [March 2013] 24.4% [March 2012]	increase	32.8% [year to Mar 2014]	↑	Green	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a big increase in the proportion of economically inactive residents who state that they are actively seeking employment. 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.

Health and Wellbeing

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	2014-15 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	22-Jan-14	11.8% [2011-12] 11.0% [2010-11] 0.8% [2009-10]	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	22-Jan-14	21.3% [2011-12] 21.2% [2010-11] 21.4% [2009-10]	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	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Housing Benefit Claimants	Oct 2014	11,518 [March 2014] 11,722 [March 2013] 11,590 [March 2012]	n/a	11,530 [Sept 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 44 claimants since the position in August.
Number of Council Tax Support Customers (previously 'Council Tax Benefit Claimants')	Oct 2014	10,410 [March 2014] 11,800 [March 2013] 11,710 [March 2012]	n/a	10,722 [Sept 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. A decrease of 22 claimants since the position in August.
Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims: (a) New Claims (b) Change of Circumstances <i>England 2011-12 : (a) 24 (b) 9</i> <i>England 2012-13 : (a) 24 (b) 11</i>	Oct 2014	(a) 20.3 days (b) 9.1 days [2013-14] (a) 27.54 days (b) 13.99 days [2012-13] (a) 19 days (b) 8 days [2011-12]	<i>Agreed targets</i> (a) 20 days (b) 10 days (or fewer)	In month performance <i>*year to date performance</i> (a) 16.28 days <i>*22.99 days</i> (b) 12.23 days <i>*12.13 days</i> [Sept 2014]	 ↑ ↑	Amber	Performance speeds within September have improved in comparison with August's position, with 'New Claims' within target however Change of Circumstances' was above target of 10 days, mainly due to staff concentrating on new claims. Please note that that target is an annual target and will fluctuate monthly. The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days). It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs. As the year progresses and the number of new claims and changes reduced it usually evens out the overall figure. The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year. SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

Number of households in temporary accommodation including hostels	Oct 2014	99 [Mar-14] 87 [Mar-13] 90 [Mar-12]	95 or less	101 [Sept 2014]	↓	Amber	The number of households increased from 99 from August to 101 in September 2014. Homelessness is increasing both locally, regionally and nationally, and targets for 2014/15 are being reviewed in light of this national change. 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.
Number of families placed in Bed & Breakfasts (B & B's).	Oct 2014	0 [March 2014]	Nil	9 [Sept 2014]	↓	Amber	The number of families placed in B & B's have increased from 6 in August 2014 to 9 in September 2014. We have had an increase in the Homeless Approaches. The Housing Demand team are short of staff and decisions on homelessness are exceeding the 33 day KPI. As a result households are remaining in TA for longer without a homeless decision. We have also had several families that have been served with NTQ's requesting Reviews on the decisions. This means that households are remaining in TA once a decision is made pending the outcome of a Review.

Regeneration and the Environment

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a)	Oct-13	83.0% [2011/12] 77.5% [2009/10]	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.	Oct 2014	29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	>30.7%	29.2% [year to June 2014]	↓	Amber	July 2013-June 2014 results of 29.2 show a small reduction on 2013-14 levels (29.4), and a narrow miss of the target (30.7%). Significant growth of green waste over April-June. Higher than expected to over 600 tonnes a month collected. Ongoing reduction in amount of waste recycled through red bin wheeled kerbside service. Being addressed through Waste Strategy 2014-2029. 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.	Oct 2014	5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	<6.4%	5.7% [year to June 2014]	↑	Green	July 2013 to June 2014 results show an outturn of 5.7%, meeting our target for the year of 6.4% or less. In total, 3,145.64 tonnes of municipal waste was disposed of by landfill during July 2013 to June 2014. Another exceptional performance for Qtr 1 due to peak performance from EfW. Less than 1% of waste was sent to landfill for April-June 2014. Anticipate increased Landfill rate in Qtr 2 2014/15 due to offline and capacity issues.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Single Assessments completed and authorised within 45 working days (in month)	Oct 2014	50.9% [2013/14]	100%	65.3% [in month of Sept 2014]	↓	Red	PROVISIONAL DATA From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased. Although we did secure marked improvement in compliance with these timescales (85%+ in July), the performance in past two months appears to be falling again. The nationally set target for this measure is demanding, at 100%.
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	Oct 2014	198 (51.7) [Mar-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) 194 (b) 49.7 [Sept 2014]	↓	Green	The Council is legally obliged to accommodate children when this is necessary to ensure their safety.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	Oct 2014	256 (66.9) [March-14] 146 (38.1) [March-13] 209 (55.9) [March-12]	rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013)	(a) 258 (b) 66.1 [Sept 2014]	↔	N/A	September records show a total of 258 children subject to child protection plans. The service has decided to remove any value-led 'tolerance' levels by which we can determine if the local value is cause for concern or investigation. Our target was originally set with the aim of being within ± 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 recently been released; the service has reflected on these and decided to remove all tolerances / targets for this measure (to be revisited October 2014).

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of children looked after adopted from care or granted a special guardianship order (in year to date)	Oct 2014	21.6% [2013-14] 14.9% [2012-13]	above 8%	18.4% [yr to September 2014]	↓	Green	Current performance represents 28 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.	Oct 2014	34.3% [2013-14 year] 38% [2012-13 year]	low number 30-40%	In month performance *year to date performance 10.0% 3 of 30 [Sept 2014] 43.6% year to date	↓	Red	PROVISIONAL DATA This month the proportion of safeguarding alerts requiring progression to strategy meetings is below the target tolerance. Across the whole of the 2014-15 period to date, this value is above the target tolerance (at 43.6%). Performance has been flagged to Safeguarding team, and data accuracy investigations are underway. 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 e.g. care management review, referral to other agencies e.g. woman's Aid, Anti-Social Behaviour Team.

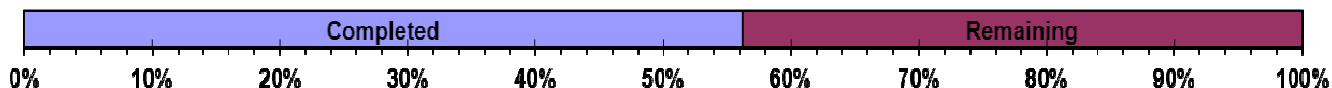
Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month	Oct 2014	93.4% [2013-14 year] 81% [2012-13 year]	above 80%	In month performance *year to date performance 100% 5 of 5 [Sept 2014] 83.8% year to date	↑	Green	PROVISIONAL DATA On target this month, and for the whole of the 2014-15 period to date (83.8%). Activities are being sustained to maintain target achievement as follows: 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. 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. The Slough Safeguarding Procedure has been 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.
Crime rates per 1,000 population: All crime (cumulative from April)	Sept 2014	83.54 [2013/14] 89.78 [2012/13] 110.49 [2011/12]	reducing	76.36 [rolling year to June 2014]	↑	Green	A significant decrease in crime rates has been secured, which represents a real decrease in crime levels. The year to June 2014 when compared to the previous cumulative year to date (July 2012 to June 2013) saw a reduction in the rate of all crime (was 86.10), fewer offences in violence against the person (was 16.67) and serious acquisitive crime (was 19.51).
Crime rates per 1,000 population: Violence against the person (cumulative from April)	Sept 2014	16.31 [2013/14] 16.68 [2012/13] 22.60 [2011/12]	reducing	15.35 [rolling year to June 2014]	↑	Green	

Crime rates per 1,000 population: Serious acquisitive crime (cumulative from April)	Sept 2014	17.77 [2013/14] 20.53 [2012/13] 25.70 [2011/12]	reducing	17.13 [rolling year to June 2014]	↑	Green
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Appendix E: Council's Gold Project Updates as at 30th September 2014

Accommodation & Flexible Working			Project SPONSOR	Roger Parkin	
Wards affected			Project MANAGER	Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	AMBER	AMBER	AMBER	30/09/2014
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	27/08/2014
Project start date:	01/04/2013		Anticipated Project end date:	Nov 2015	



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

Key project deliverables (what are the key deliverables this project intends to produce?)

1. Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating.
2. Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc.
3. Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibility for e-learning, quiet working and transformed into the elections room during the Election period.
4. Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required.
5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and easily through installing Wi-Fi and creating work space in hubs in community space around the borough.
6. Enhance use of building assets through better utilising office space and installing more modern furniture and DIP solutions to reduce floor space being used to store paper.
7. Create a private reception waiting area for Social Services clients, giving them greater privacy where required.

Key activities completed / milestones achieved in this period:

1. Head of Facilities Management has been liaising with Business Rates to submit a formal request under section 44a for relief of part unoccupied areas as part of this project. This will provide a financial credit for the council for the wings that are out of use during the building works.
2. 2nd Floor West works due to be complete by 5th October. Week commencing 6th October, Facilities and IT will spend week commencing 6th October, furnishing and installing IT requirements in preparation for the staff to decant from the 1st floor west to this wing from Friday 10th October 3pm.
3. As reported last month, since the project started it has been discovered that additional work needs to be carried out alongside this project including installation of a new fire alarm and intruder system, upgrade of the roof to prevent further water leaks coming into the building (after fit out), renewal of ceiling tiles, re-painting of the wings and various other requirements. Property Services have notified the Capital Strategy Board that this project will require an additional £500,000 to undertake these works. The board have noted this requirement and requested that the business case be presented to the Capital Strategy board after Christmas.

Appendix E: Council's Gold Project Updates as at 30th September 2014

4. It has been agreed with the contractors that once the 1st floor west is closed from 13th October, they will allow us to continue using the Canteen/Rest Room on the 1st Floor. A temporary partition will be built to enable safe access for staff. Access will be via the Ground and Second Floors West via the fire staircase. As there is no lift in this part of the building, wheelchair users/staff with mobility issues, will not be able to use the stairs to access the canteen. The works will be for duration of 12 weeks and wheelchair users will be asked to liaise with their buddy to assist with purchases from the canteen. Vending machines will remain available in the reception area and Montem Leisure Centre has opened a new canteen which SBC staff can use. The disability forum and Health & Safety have been consulted.

The canteen will close to all staff from 19th December for 2 weeks while the contractors carry out the mechanical and electrical upgrade in this area.

5. SMP Reception desk choice has been finalised, Facilities have consulted the disability forum and Arvato.
6. Agreed that TV screen will be installed in all meeting rooms in place of Projector Screens as this is more cost effective and looks more professional.
7. Arvato presented estimated costs for installing Video Conferencing in selected Rooms at SMP. The cost has come back quite high and therefore the original plan to install this in Mercury 1 (also the emergency Planning Room), Saturn 2 (1st Floor East) and the CMT Meeting Room (1st Floor West), needs to be reviewed. CMT should decide which room would be priority for this installation.
8. Services Supporting Behaviour move to Littledown has been delayed as legal agreements still being compiled.
9. Moves programme was updated and re-circulated to all staff.
10. Arvato have changed suppliers for the Wi-Fi solution, as the proposed solution was not PSN compliant. Manjit Lalli has chased arvato to provide timeframes for providing a cost solution.
11. DIP - Civica has been on site and met with the three pilot areas – legal, planning and building control and lifelong learning. All areas have been asked to complete a form to estimate back scanning costs. These will be returned to Civica by Friday 3rd October. Civica and arvato will produce a plan and costs by the end of October.

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

1. Decant of 1st floor west and building works to start on the 1st Floor West as above.
2. Prepare for canteen closure over the Christmas period and Reception building works.
3. Finalise Video Conferencing Requirements.
4. Flexible Working CMT report to be presented.
5. Wi-Fi Costs to be confirmed.
6. Costs for IT kit required in meeting rooms to be confirmed.
7. Receive report from arvato on back scanning costs and roll out of digital mailroom.

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

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

1. **Reliance on Partners** – The programme is relying on partners such as Arvato being able to deliver support as required and deliver IT solutions within required timescales. This includes development of Wi-Fi, support in the physical moves and ordering of IT kit. The Head of Facilities is

Amber

Appendix E: Council's Gold Project Updates as at 30th September 2014

<p>ensuring that Arvato are given sufficient notice of requirements. SBC employed IT Manager is part of the project board, therefore enabling efficient communication between the project board and Arvato. Where issues are experienced these will immediately be brought to the attention of the Contract Manager who will support the project group in addressing any such matters.</p>	
<p>2. Capital Budget Overspend – The budget forecast was prepared with detailed costing. Contingencies were allowed for and close monitoring of spend has been taking place to prevent any overspend. However since the project started, a number of high costs additional works have been identified resulting in a requirement to request further funding as highlighted above.</p>	Amber
<p>3. Staff resistance/blockages to changes – It is recognised that installing new furniture i.e. smaller desks, changing the environment layouts and generally implementing changes related to this project will result in staff resistance/blockages. We are maintaining consistent communication with staff through briefings, email and the weekly newsround. Furniture samples have been available for staff to view and test over the last 6 months, enabling us to listen to feedback. This project creates a number of improvements such as more meeting space, more desk availability and enhanced break out space. Therefore these benefits are being used to promote the changes and at present the risk is low. Layout plans have been checked by the Health & Safety Manager and Building Control all has confirmed the plans meet requirements.</p>	Green
<p>4. Delivery timeline – It is anticipated that this project will continue until November 2015. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and materials, contractor's staff, sufficient resources available in the Facilities Management and Property Services team to support delivery etc. As this project includes mechanical & electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project. Regular meetings are taking place with contractors and SBC Leads i.e. Facilities, Property, Arvato IT and the Project Executive (Director of CCS), ensuring close monitoring of the project progress and ensuring risks are kept to a minimum or mitigated immediately.</p>	Amber
<p>5. Legal Delays – Procurement regulations have been followed as required with allocation of time for legal work.</p>	Green
<p>Recommendations for CMT:</p>	
<ol style="list-style-type: none"> 1. To support the project board with the proposed changes to working practices and promote these within your service areas, including flexible working, clear desk policy, general tidiness etc. 2. Confirm priority location for Video Conferencing. 3. Reliance on Partners – Where CMT members have management of partners under their area, 	

Appendix E: Council's Gold Project Updates as at 30th September 2014

support this project by ensuring the provider delivers as required i.e. Arvato, Interserve etc.

4. Further funding required to cover unexpected costs as per above notes to fund roof replacement, upgrade of the intruder and fire alarm etc. CMT asked to support this additional requirement.

Appendix E: Council's Gold Project Updates as at 30th September 2014

Fit for the Future			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Kevin Gordon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	AMBER	GREEN	AMBER	AMBER	07/10/2014
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/09/2014
Project start date:	08/10/2013		Anticipated Project end date:	30/04/2015	

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Completed Remaining

Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Key project deliverables (what are the key deliverables this project intends to produce?)

The project scope / profile has been refined into the following themes:

1. Organisational Development - includes four workstream;
 - a. Customer Focus
 - b. Governance
 - c. Staff Engagement
 - d. Transformation Capacity
2. Leadership Development
3. Developing Skills
4. Recruitment and Retention
5. Recognising Success
6. Employee Well Being

Project terms for these areas and a full risk analysis to be signed off.

Key activities completed / milestones achieved in this period:

1. Organisational development

Customer Focus workstream

- New 'Customer Service' e-learning module to reflect revised customer standards and skills to underpin customer service delivery completed end of September 2014. Launch planned by end of October.

Governance workstream

- Risk and Audit group completed a self-assessment of how our governance compares to the latest CIPFA / IFAC guidance.

Staff engagement workstream

- Feedback from staff conference reviewed and posted on SBCinsite.
- SLT monthly half-day to front line staff/services have begun and are being monitored.
- Staff suggestions for behaviours linked to each of SBC values have been reviewed and a final list will confirmed shortly.

Transformation workstream

- Recruitment of temporary project manager and officer posts started through Matrix.

2. Leadership and management development

- Management Development Programme (MDP) cohort 3 starting 22nd October and cohort 4 starting 25th November.
- Facilitation partners assigned to lead delivery of each module with support from Assistant Directors.

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3. Developing skills

- The e-learning environment has been upgraded to the latest version that will enable courses to be completed on mobile devices in future.
- Corporate development programme accessible on SBC Insite with the facility for staff to book places on courses.

4. Employee Wellbeing

- 3 out of the 4 directorates have hit the target set for the September Sickness Absence (Balanced Scorecard).

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

1. Organisational development

Customer Focus workstream.

- New customer charter and standards to be launched.
- Workstream to be reviewed and workshop held to determine how best to deliver savings.

2. Leadership and management development

- Initiatives launched to get all managers to periodically revisit their commitments under the management charter.

3. Recruitment and retention

- E-recruitment process implementation with Arvato completed and e-recruitment form finalised.
- Service Planning Guidance updated with an enhanced explanation of how to use the workforce planning tool.

4. Employee Wellbeing

- Physical activity initiatives including fitness sessions and free swimming rolled out for staff during October.
- Continuing health checks to encourage staff to monitor particular health concerns.

Key issues of *risk / obstacles to progress*:

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

1. Leadership and management development:

1.1 Capacity among volunteer facilitators to roll out further cohorts of the Management Development Programme.

Risk mitigation

- Provision of facilitation skills workshop for volunteer facilitators and to build general capacity.

1.2 Potential for critical skills gaps for meeting future organisational challenges without a succession plan for growing future leadership from the internal talent.

Risk mitigation

- Workforce Strategy Group to develop succession planning approach.
- Enable development opportunities for participants in the MDP.
- Roll out MDP to all managers.

1.3 Risk of not empowering managers via improved delegation if the review of the Scheme is not completed.

Risk mitigation

- Head of Legal to work with all SMTs.

2. Governance:

2.1 Capacity to support overall project delivery by having sufficient project and programme managers.

Risk mitigation

- CMT to consider how to acquire or develop project and programme

Green

Red

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<p>management capacity of the organisation.</p> <p>2.2 Potential impact on 'transformation' workstream if suitable candidates are not recruited to 'Transformation' posts.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • CMT to consider how to acquire or develop transformation capacity of the organisation. 	Red		
<p>3. Staff engagement:</p> <p>3.1 Staff engagement and a cultural shift will not be achieved if engagement and communication is not consistently followed through, e.g. manager visits, communication of major changes at an early stage.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme. 			
<p>4. Customer Focus:</p> <p>4.1 Customer Focus Programme Board is without a project manager or a business case.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • Recommend to appoint and resource a project manager and set the Board a timetable for production of a business case. • Director of Customer and Community Services to review current operation of the Board - need to reconsider focus, capacity and targets. 	Red		
<p>5. Staff sickness:</p> <p>5.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • The target for this directorate is being benchmarked and re-profiled and additional support for managing sickness is being put in. 		Amber	
<p>6. IT infrastructure:</p> <p>6.1 The current IT infrastructure is not allowing modern learning methodologies which restricts interactive e-learning and other online courses.</p> <p><i>Risk mitigation</i></p> <ul style="list-style-type: none"> • ICT strategy and delivery to ensure infrastructure supports modern E learning methods. • Decision on video and audio being made through available citrix is required. 	Red		
<p>Recommendations for CMT: (actions to address the above risks/obstacles):</p>			
<p>1. Leadership and management development:</p> <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects. • Support take up and facilitation of MDP. • Support review of Scheme of Delegation via SMTs. <p>2. Governance:</p> <ul style="list-style-type: none"> • CMT to consider how to acquire or develop project, programme management and transformation capacity. <p>3. Staff engagement</p> <ul style="list-style-type: none"> • All SLT to commit to team visits, effective communication and to build communication plans into any change programme. <p>4. Customer Focus:</p> <ul style="list-style-type: none"> • SD CCS to review current operation of the CFPB. <p>5. Staff sickness:</p> <ul style="list-style-type: none"> • None for CMT. 			

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6. IT infrastructure:

- CMT to ask that ICT strategy and delivery to ensure infrastructure supports modern E learning methods including decision on video and audio being made available.

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Learning Disabilities Change Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	AMBER	04/10/2014
<i>Previous month</i>	GREEN	GREEN	AMBER	AMBER	04/09/2014
Project start date:	September 2012		Anticipated Project end date:	March 2016	
<p style="text-align: center;">0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<ol style="list-style-type: none"> 1. Accommodation– For adults with learning disabilities currently living in and out of the borough to be provided with the opportunity to access more independent supported housing. 2. Day opportunities – the redesign of existing day care opportunities to offer day time activities which can be funded through personal budgets. 3. Managing the needs of carers of those people with a learning disability – to review the existing respite provision. 4. Review existing pathways within the Community Team for People with Learning Disabilities (CTPLD). 					
Key activities completed / milestones achieved in this period:					
<u>Summary of the main savings areas under 1. Accommodation</u>					
<p>At the beginning of this project it was decided to explore options for the full cohort of 66 people with a learning disability living in residential care out of borough with a view to moving them to supported living accommodation in Slough. We are also working with three residential providers based in Slough with a view to deregistering the homes and transforming them into supported living models. This will affect 22 people with a learning disability.</p> <p>Following consultation with families and applying best interest principles for those people that lack capacity to choose where they want to live; the following numbers will be moving back to Slough.</p> <ul style="list-style-type: none"> • In total 27 people will be moving from residential care to supported living in Slough in 2014/15 • To date 8 people have moved with a further 19 planned by the end of this financial year. • There are 30 people currently in out of borough residential care which is either specialist and cannot be replicated in Slough at this stage or are living very settled and living near families. We will be using the Care Funding Calculator to renegotiate the fees for these placements. • There are 9 people living in out of borough residential care where the families are opposed to any moves back to Slough. We will again be using the Care Funding Calculator to ascertain the appropriate level of fees or take legal advice as to how we can move these people in their best interest but against the views of the family. • For the new builds we are mapping future need and cost from transitional clients and for those clients living at home with ageing carers. • We are expecting one provider of residential care for 8 people to deregister this year with a further 14 people next year. 					
<u>New Supported Living Schemes</u>					
<ul style="list-style-type: none"> • <u>Comfort Care, Stoke road – (5 service users)</u> <ul style="list-style-type: none"> ○ Nominations agreement and contract monitoring to be completed. ○ HB backdated to Jan 14 exempt status for accommodation agreed. ○ Savings of 85k achieved for 2014/15. 					

Appendix E: Council's Gold Project Updates as at 30th September 2014

- Achieved - **Green** – NFA.
- All service users making good progress.
- Langley House, Langley Road – (6 service users projected/ staggered move dates)
 - Fully operational from 25/8/14.
 - Estimated savings of £131K for 2014/15.
 - £212K in 15-16.
 - Achieved – **Green** – NFA.
 - 2 service users identified for vacant beds moving in Nov 14.
 - Consultation with families to be finalised.
 - 4 service users making good progress.
 - Psychology & SALT (speech and language therapist) resources to be agreed with health managers.
- Regard, Stoke Road – (8 service users)
 - Estimated operational Jan 2015.
 - Exchange of Contracts issues with the current owners of property. Contracts drawn up but not exchanged – owners being pursued by estate agent and solicitors.
 - Regard looking for other properties in case sale falls through.
 - Extensive refurbishment to take place if house purchased.
 - Estimated savings of £36K for 2014/15.
 - Savings of 149K for 2015/16.
 - Monthly update meetings taking place with SBC and Regard.
 - Service users identified for property.
 - **RED** – This provider has had difficulty in sourcing appropriate property due to increased demand in diminishing supply on this sector of the housing market. Regard has now sourced a property which is suitable but are experiencing some delay from the existing owners. **Delays are still ongoing. Weekly discussions taking place with Regard to progress exchange of contracts on property.**
- Mencap - (2 properties – 4 service users in each)
 - Property search for two houses (4 service users in each) on-going.
 - **House 1 property found offer accepted completion Nov 14. – Purchase price agreed. Service users and families meeting monthly to plan the move. House operational Jan 15.**
 - **House 2 - 3 properties have been viewed none suitable to meet service users needs. Estimated move in time Feb. 2015 if property is found and being purchased this month.**
 - Estimated savings of £22K for 2014/15?
 - Savings of £86K in 15-16.
 - Second property being sought but this is still proving difficult.
 - **AMBER** – As above MENCAP has had difficulty in sourcing appropriate properties in Slough due to the reasons identified above. They have now sourced one property and are scoping suitably and cost.

De-registration of Slough based residential homes

- A total of 22 service users.
- Timeframe – April 2015.
- Discussions to take at the project board re de-registration and transfer to supported living schemes.
- Savings – 47k for 2014/15.
- Projected savings £75k in 2015/16.
- **RED** – One Slough Provider is in the process of deregistering their two homes in Slough and transforming them into supported living models. Further meetings are being arranged with the other two providers regarding progress.

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New Build agreed with SBC Housing Department.

Brook Path Cippenham

6 -1 bed flats: 4 wheelchairs adapted 1 bed flats, 1 general needs flat, and 1 flat staff accommodation.

Plans have been drawn up for the site, awaiting a decision from SBC pre planning.

Site has been assessed by SBC pre-planning.

Meeting with Architects on 9.10.14 to discuss formal planning and pre-planning comments.

Belfast Ave Slough

6 bed shared house with staff sleep in accommodation. Currently on hold due to a covenant on the land.

SBC Housing Department are working on lifting the covenant.

Rochford Hostel Site

6-1bed flats ground floor built to wheelchair standards.

9-1 bed flats one will be for staff accommodation.

Plans currently with SBC pre planning awaiting advice.

- Total of 27 suitable units identified (on 3 separate sites).
- 21 beds to be developed in the first stage.
- Development planned to take place over the next 12 to 18 months.
- **Detailed plans for the first scheme have been assessed by SBC pre planning stage.**
- **Meeting with Architects on 9.10.14 to discuss formal planning and pre planning comments.**
- These schemes will be primarily for those clients living at home with elderly parents who will be unable to provide the required levels of care and for some of those young people coming through transition. Therefore cost avoidance.
- Detailed mapping and consultation with families is currently underway with a view to prioritising those in greatest need and therefore reducing the risk of emergency placements being needed.
- Nominations board to be set up to discuss cases suitable for new build sites. Operational by December 2014.
- **AMBER**

Actual and Projected Savings

Savings Targets:

2014/15 - £0.75m

2015/16 - £1m

Date	Provider	Numbers	Savings 14-15 (£)	Savings 15-16 (£)
Already achieved				
	Comfort Care/LH	5	85,634	86,360
	Choice - LH	3	115,516	179,667
Sub Total		8	201,150	266,027
To be achieved				
October 14	Choice - LH	2	33,316	66,812
January 15	Regard	4	36,785	149,174
January 15	Mencap	8	18,105	86,949
De-registration Dec 14	Voyage	7	47,901	115,782
Sub total		21	136,107	418,717
Overall total		29	337,257	684,744

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Additional saving identified for this year are:

- Continuing Health Care negotiation – £150,000.
- Ordinary Residence negotiation – £12,000.

This currently leaves a projected underachievement of savings of approx £250,000 for 2014/15 but with a contribution to next years planned savings of £320,000.

A contingency plan for reaching savings target has been developed and is being implemented.

Further work will be undertaken for the November update to profile the remainder of the planned savings until the end of the project in March 2016.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

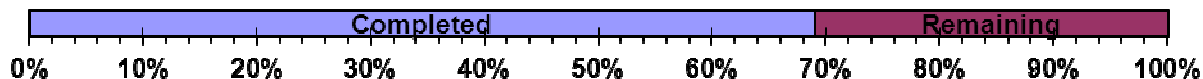
<p>1. There is a risk that the total projected savings identified for this year will not be achieved within timescale. Mitigating action – The Learning Disability Change programme Board to explore other options for achieving savings target for 2014/15.</p> <p>2. Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough, especially around behavioural needs. Mitigating action - Choice is providing behaviour support for Langley House for 6 weeks. Choice is producing a psychology report on the needs of individuals. Simon Broad is discussing health resources with senior health managers.</p> <p>3. The commissioning support for this programme is currently temporarily reduced and this has affected the ability of the team to undertake the required tasks. Mitigating action – Interim Project Officer and operational team to continue to prioritise the workload and target efforts and resources to those areas for work that will contribute most to the efficiencies savings target.</p>	Red
<p>4. Capacity - Mental Capacity Assessment process needs to be adequately resourced. Mitigating Action – LD Service Manager to prioritise within existing team workload.</p> <p>5. Deputyship/ appointee ship pressures that need to be addressed more service users will need their finances managed by SBC in supported living. Mitigating Action – Apointeeship Officer to receive support from Safeguarding Team admin to manage increased demand. Safeguarding Development manager to attend monthly LDCP meetings to understand existing and future demand and plan accordingly.</p>	Amber
<p>6. Court of Protection applications taking up to 6 months to be processed this could significantly delay re-housing of service users in Supported Living and have a financial impact as housing providers will expect the council to cover the cost of voids arising from the delays. Mitigating Action – Agreement to be sought from Supported Living providers that they will accept tenancies on the basis that CoP applications have been made.</p>	Red
<p>7. The time taking to complete 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. Mitigating action – LD Service to prioritise this as part of the team workload.</p>	Amber
<p>8. Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in addition 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. Mitigating action – Project support and LD Service Manager to continue to hold monthly meetings with SL</p>	Red

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<p>Providers to check progress and visit potential properties. Also to approach other Providers on the network to ascertain if they have possible properties lined up.</p>	
<p>9. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. Mitigating action – Care Funding Calculator (CFC) tool to be used as a negotiating tool to bring down high costing placements. The LDCP Board needs to weigh up the risk and costs of possible legal challenge if we support people to move back into Slough against the family's wishes.</p>	Amber
<p>10. 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. Mitigating action – CFC tool to be used to negotiate a reduction in costs.</p>	Green
<p>11. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health (detailed in item 2 above) & day services. Mitigating action – There is a health representative on the LDCP Board and they are aware of the potential pressures and will be exploring options for managing the increased need.</p>	Green
<p>12. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings. Mitigating action – this needs to be factored into the forecast efficiency savings target.</p>	Amber
Risk Mitigations:	
As stated above	
Recommendations for CMT	
<p>To note the update and the ongoing risk in relation to the court of protection applications, the current underachievement of savings, the impact of delays in securing appropriate housing and the impact on the project of temporary reduction in project support.</p>	

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Safeguarding Improvement Board			Project SPONSOR	Jane Wood	
Wards Affected: All			Project MANAGER	Kitty Ferris	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period:	RED	GREEN	RED	RED	30/09/2014
<i>Previous month</i>	RED	GREEN	RED	RED	31/07/2014
Project start date:	June 2011		Anticipated Project end date:	End March 2015/16	



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

Key project deliverables (what are the key deliverables this project intends to produce?)

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

Performance Outturn

There is no performance update since the August Gold Project Report.

Key Activities in this period (September 2014)

1. The Innovation Bid to the DfE was submitted on time (Children on the Edge of Care). As yet, we have not heard as to whether we have been successful to progress to the next phase of the selection process.
2. A multi-agency event (facilitated by LAC and Care Leavers Programme Manager) was held to explore current care pathways with a view to improving help wrapped around young people on the edge of care. All participants agreed that communication and understanding of different roles was significantly improved as a result.
3. A second 'open day' was held for partners (attended by 25 practitioners and managers from a range of agencies) to demonstrate the work undertaken by Children's Social Care and the child's journey through the system, once a referral is made. Feedback was very positive.
4. Multi-agency Early Help training continues to be delivered, with positive feedback and a gradual improvement in the number of Early Help Assessment.
5. Troubled Families data received from Community Safety Partnership; still working on evaluating evidence to identify families 'turned around'.
6. A second meeting of the Slough MASH Project Board took place, attended by the Council, TVP and BHFT. 5 work streams agreed governance arrangements and reporting. CCG have agreed to representation of the Group. Work continues with First Contact Duty Service, supported by Head of Service, Special projects to improve and steam line current processes to achieve smooth transition to a MASH.
7. Tender chosen for Phase 2 experienced social worker recruitment.
8. Lead agreed for LGA Safeguarding Practice Diagnostic (rest of team being finalised).
9. Independent LSCB Chair interviewed, post offered and accepted.
10. Four Borough Project commenced – case manager to track and QA work within Public Law Outline – streamline, achieve timeliness targets and improve quality – to achieve good outcomes.
11. Work continuing with Cambridge Education to finalise proposals re Virtual School.

Workforce Strategy:

- a) Staffing: Investment and Expenditure Projections 2014/15

The table below shows the substantial investment in staffing for 2014-15 and confirms that a total of £3.3m

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has been added to the budget during the year. This is to enable full funding for 91 front line staff and first line managers (including administrative staff) to be filled by either permanent or agency staff so that the service can achieve its objective of reducing caseloads and improving practice and performance. This growth is sourced by permanent funds of £0.9m including funding for future 'proofing' and £2.4m which is one off funding to 'bridge' the extra cost of agency staff whilst progress is made in permanent recruitment.

	£'000	£'000
Current Budget		2,841
Increased Establishment	701	
Agency Cover	2,403	
Future planning	142	
Sub Total		3,246
Total*		6,087

* Of the £6.087m; £2.4m is one off and £4.6m is recurrent of which £842k is new.

b) Recruitment of Permanent Staff – August Outturn

As at Sep 14, of the 91 funded posts, there were 45 (38 in August - an increase of 7) permanent posts at a cost £2,070k, 1 vacant post, and 45 (53 in August) agency staff at a cost of £3,816k, a total of £5,886k, and would represent a current projected underspend of about £201k (£120k in August), and increase of £80k from last month. This represents a current ratio of 49%:51% (42%:58% in August), between permanent and agency staff, across the service including front line management positions.

The table below shows a profile of 6 new permanent staff over 5 months, from expected start dates, analysed by team and job title. Of the 13 staff presumed to start in Dec, 7 have started in September, leaving 6 to start of next 5 months. Our profiles and projections have been amended to reflect the table below, hence the resulting additional underspend. The table also shows that equivalent agency staff will leave.

Profile of New Staff and Agency Staff Leaving over 5 Months					
New Starter Profile by Service Area	New Starters from October	New Starters from November	New Starters from February	Sub Total	Agency Staff Leaving
PACT & CL Teams Practice managers		1		1	-1
Social Workers	1	1		2	-2
Subtotal	1	2		3	-3
CIN Teams Practice Managers Social Workers	1			1	-1
NSQ's			2	2	
Subtotal	1	0	2	3	-1
Grand total	2	2	2	6	-4

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New Starter Profile by Officer type	New Starters from October	New Starters from November	New Starters from February	Sub Total	Agency Staff Leaving
Practice Managers	1	1	0	2	-2
Social Workers	1	1	0	2	-2
NSQ's	0	0	2	2	
Grand total	2	2	2	6	-4

c) Workforce Projections – revised following September outturn

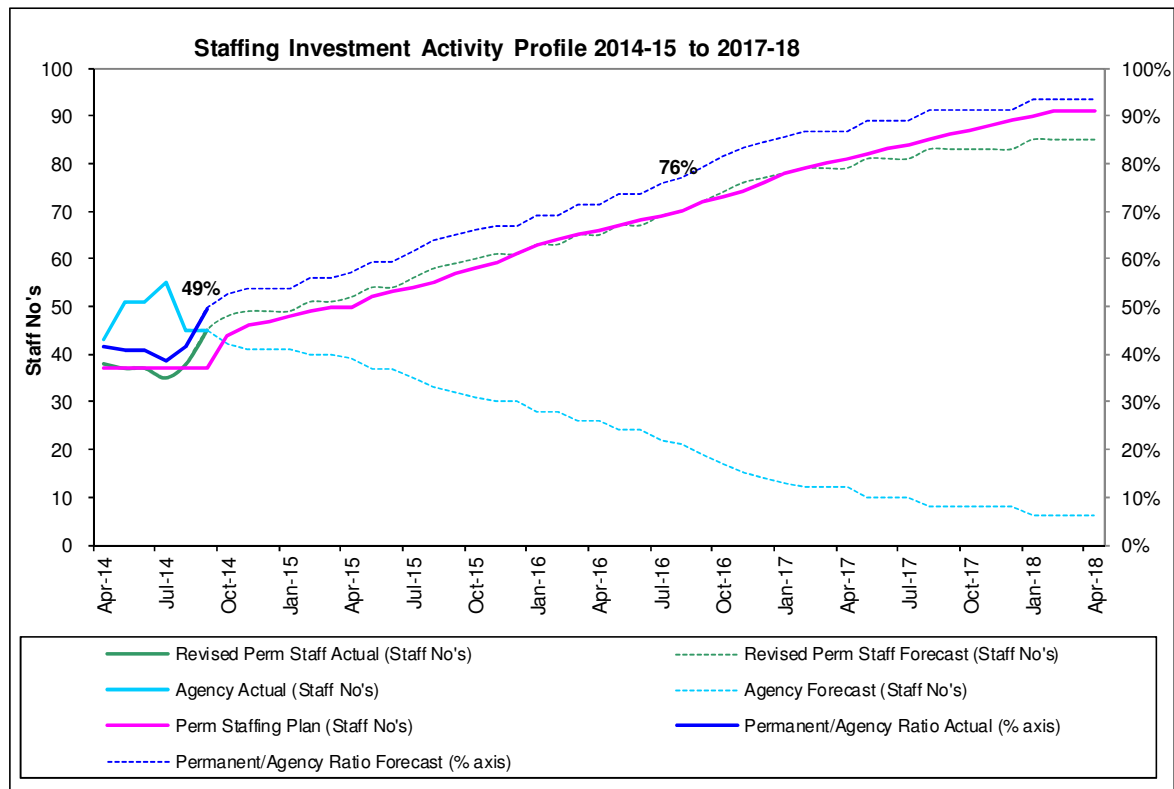
Latest projections have been amended to assume that by the end of the current financial year there will be 6 additional permanent posts, resulting in a ratio of 51 permanent staff, 1 vacant post and 39 Agency i.e. 56%:44%. The goal is to achieve an 80:20 split within 3 financial years. Current performance shows an overachievement of 8 permanent staff, at this point in time against the target of 37.

The graph below shows the staffing profile of permanent to agency staff over the next 3 years. The cross-over point where permanent staff starts to exceed agency staff is now expected to be around October 2014 (November 2014 in August). The goal of achieving the ratio of 80% permanent staff was projected to be reached in February 2017, but the successful campaign would mean that the goal would be achieved earlier, providing that recruitment is completed, by October 16, based on 15 QSW's being employed in each of the years for 2015 16 and 2016 17.

The pink line on the graph reflects the permanent staffing plan as per the growth bid; this had assumed that currently we would have 37 planned permanent posts (actual 45), 50 posts by Mar15, 65 by Mar 16 and 80 by Mar 17 to achieve the 80% required.

The revised permanent staff line (green line) is based on where we are, the recruitment plans and where we expect to be. This shows the accelerated speed after the campaign.

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All Teams	Actual	Planned		
	Sep-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	91	91	91	91
Perm staffing Plan	37	50	65	80
Revised Perm Staff	45	51	65	79
Variation	8	1	0	-1
Ratio (Perm/Agency)	42%	56%	71%	87%

The table above shows a profile permanent staff plan as per the growth bid, and the revised plan based on Sep14 actual and future plans for 2 years to achieve 87% permanent staff by April 17. The current ratio is 42% for all staff, but varies from 43% in the CIN teams, and 54% in the P&C and LACL Teams. This shows that 6 permanent staff will be employed by the end of 2014 15, 14 in 2015 16 and 14 in 2016 17.

The graph is however skewed when all SW staff are considered together, so a further analysis over the 2 service head teams is required, made up of the Children In Need (CIN) and Protection & Care Team (P&CT) / Looked After and Care Leavers Teams (LA&CL) combined, to show where pinch points exist.

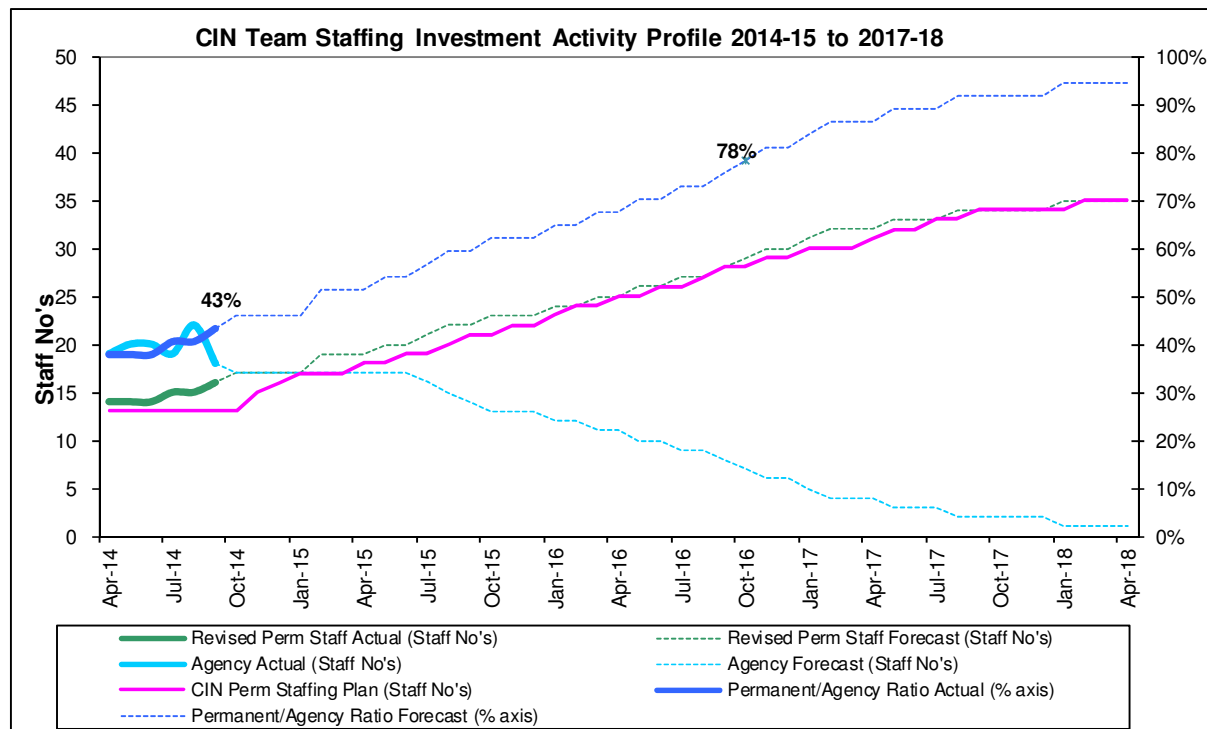
Analysis of Agency Cover by Type

The table below shows an analysis of Agency cover, by Teams, to explain the service needs for agency staff. This shows that of the 45 agency staff (53 agency staff in Aug), 3 have covered maternity leave, 1 long term sickness, 1 sabbatical and 1 secondment and 39 to cover service needs.

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Analysis of Agency Cover			
	CIN	PACT & CL	Sub Total
Maternity Cover	3	0	3
Long Term Sickness	1		1
Sabbatical		1	1
Secondment		1	1
Covering perm posts	15	24	39
Total Agency	19	26	45

CIN Team



CIN Team	Actual	Planned		
	Sep-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	37	37	37	37
Perm staffing Plan	13	17	24	30
Revised Perm Staff	16	19	25	32
Variation	3	2	1	2
Ratio (Perm/Agency)	43%	51%	68%	86%

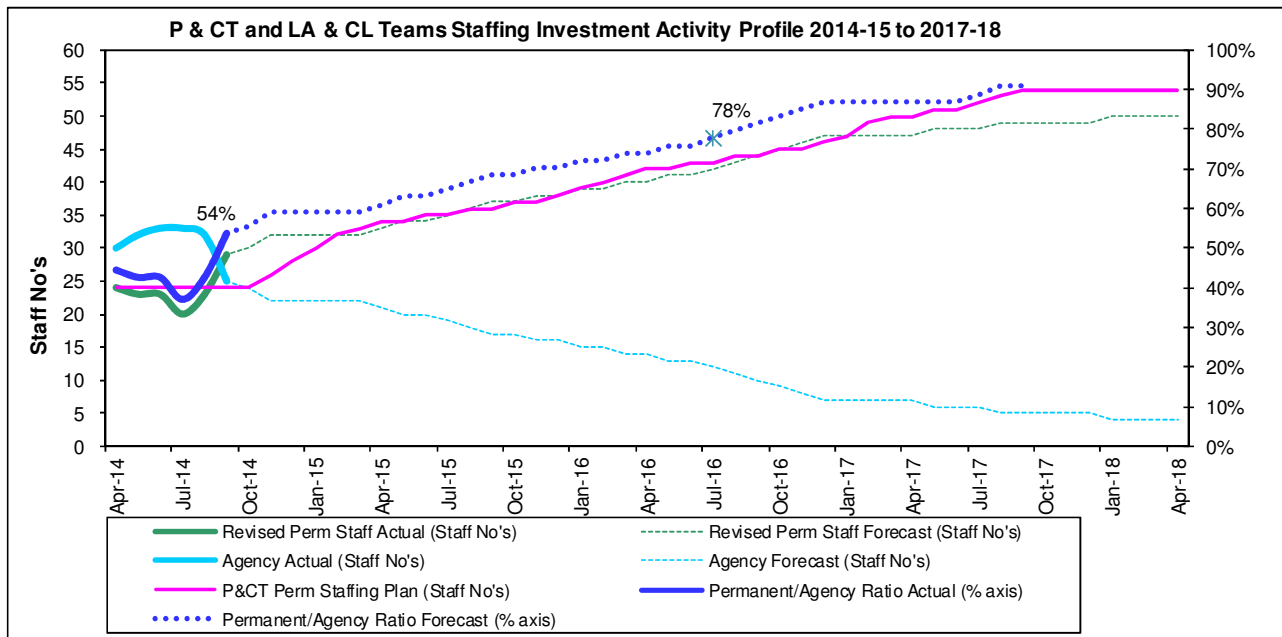
The graph and table shows that 3 new staff will be employed in the CIN Team, in this year and a further 6 in 2015 16, and 7 in 2017 18 to achieve 86% by April 17. The current permanent staffing ratio is 43% (41% in Aug) and the permanent staffing plan line assumes (pink line) a near full complement (where we need to get to), and the revised permanent staff line (green line) shows how we will achieve this. This shows that 78% should now be achieved by October 16.

P&C and LACL Teams

The graph and table shows that 3 new staff will be employed in the PC & T and LA & CL Teams, in this year and a further 8 in 2015 16, and 7 in 2017 18 to achieve 89% by April 17. The current permanent staffing ratio is 54% (37% in Aug) and the permanent staffing plan line assumes (pink line) where we need to get to, based on the growth bid, and the revised permanent staff line (green line) shows how we will

Appendix E: Council's Gold Project Updates as at 30th September 2014

achieve this, based on current plans. This shows that 80% should be reached by July 2016.



P&C and LA &CL Teams	Actual	Planned		
	Sep-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	54	54	54	54
Perm staffing Plan	24	33	41	50
Revised Perm Staff	29	32	40	47
Variation	5	-1	-1	-3
Ratio (Perm/Agency)	54%	59%	74%	87%

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

1. Continue with Phase 2 of recruitment – place adverts for Practice Manager/Consultant Practitioner vacancies and progress arrangement with agency re-experienced practitioners.
2. Identify families 'turned around' to secure troubled families payment by results.
3. Agree a range of joint working arrangements with Slough Housing Services.
4. Joint meeting with Adult Mental Health services to agree joint working arrangements.
5. Meeting with IT to iron out remaining barriers to external agency use of Early Help Assessment process.
6. Looked-After Children and Care Leavers Award Event – to launch Care Leavers Charter, web site and consult on App.

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

(the main headings from the more detailed Risk Register for this project)

Red / Amber / Green

1. The risks presented to improvement progress, stability within the workforce by the "offer" from Dfe for "out of LA control" governance, support and accelerated improvement.
 - Council's clarity about the offer that would be most supportive to the next stage of improvement.
 - CX regular dialogue with Dfe lead, and clarification with the Dfe.
 - Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact.
 - Effective learning from other Council's e.g. Doncaster.
 - Transition planning – capacity and focus- to a Trust model.

Red

Appendix E: Council's Gold Project Updates as at 30th September 2014

<ul style="list-style-type: none"> • Council's understanding of the impact of major change on improvement and the need to retain a focus on improvement during transition. 	
<p>2. Inability to recruit and retain a high quality competent & stable workforce with children's services – impact on quality of child's experience, outcomes achieved and financial burdens for the council.</p> <ul style="list-style-type: none"> • Workforce Strategy. • Recruitment and retention incentives. • Remarketing Slough as a place to work. • New strategy of recruitment. • Investment in increase number of SW teams: acceptable case loads. • Learning & Development strategy (implement). 	Red
<p>3. Failure to develop new ways of working to include higher early permanency and reduced use of residential and or IFA outside 20 miles of slough, resulting in a continued increase on LAC and corresponding budget pressures.</p> <ul style="list-style-type: none"> • Sufficiency strategy. • Clear Targets and milestones. • Programme approach- reporting to board – PM leads for each stream. • Additional appropriately skilled capacity at AD level. • Amber after mitigations due to continued growth in under 18 population. 	Red
<p>4. Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre:</p> <ul style="list-style-type: none"> • Review specific job specifications and requirements. • Review Council performance team structure to deliver requirements. • Accelerate interim capacity remedial measures. • Advertise vacant posts. • Prioritise workflows with oversight at AD level. • Develop SLA's between performance support services and operational team. 	Red
Recommendations for CMT:	
<ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to discuss the more detailed data on agency /perm ratios, challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required. 3. CMT note and challenge the performance outcomes. 4. CMT to stay appraised of and be involved in identifying key transition work programmes/issues, to ensure readiness for a trust and redress the impact of a trust on the Council. 5. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers & corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership. 	

Appendix E: Council's Gold Project Updates as at 30th September 2014

School Places Programme			Project SPONSOR	Ruth Bagley	
Wards affected: All			Project MANAGER	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	07/10/2014
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/09/2014
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

Risk rating



1. Cabinet approval given on 14th April 2014 to fund certain facilities and to delegate authority for finalising arrangements for sites with the DfE. Discussions are ongoing around sites and funding of individual elements of the new Free Schools.
2. Approved new Free Schools are:
 - Ditton Park Academy (Slough Association of Secondary Head Teachers: SASH) – opened September 2014 temporarily on town centre site.
 - Lynch Hill Enterprise Academy – opened September 2014 on current primary site.
 - Langley Hall Primary Academy – to open September 2015 on Langley Academy site.
 - Eden Girls' School (formerly Slough Girls' Leadership Academy) – to open September 2015 – site still to be identified.
 - SASH2 – a 4-19 school with the primary element due to open 2016 and secondary at least a year later. Site is still to be confirmed.
3. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved and a Free School bid has been submitted for a secondary school to be located in Iver by the promoters of Langley Hall Primary Academy.
4. A significant expansion of SEN places is required to 2021. An Additional Needs Review is being prepared to feed into the overall strategic plan. There are short term pressures on places to be addressed through the Review, it is likely to show that as well as a number of new resourced units, an annex or new school is required to meet the medium term need.

Operational Delivery

Primary:

Risk rating



There was an influx of Reception applications over the summer for places in September 2014. The applications were spread across the town so additional classes are being provided in the east, west and central areas. When all 3 are opened this is likely to provide some surplus in the system for new arrivals throughout the school year.

There is some pressure building for places in Year 1, it is expected there will be places in all other year groups.

- a) Reception bulge classes have opened at Penn Wood Primary School and Foxborough Primary School. There are plans for a third bulge class at James Elliman.

Appendix E: Council's Gold Project Updates as at 30th September 2014

- b) Cippenham Primary has decided to delay installation of their new classrooms until 2015.
- c) Godolphin Junior's latest tender has been cancelled with a view to retendering the project.
- d) Phase 2 expansion projects are completing at Penn Wood Primary and Ryvers.
- e) A framework for professional services/ architects has been finalised. The framework will be used to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary, St Anthony's RC Primary (phase 2) and special school projects.

Secondary: **Risk rating**

The risk rating has increased.

There are sufficient Year 7 places for September 2014 as 2 new Free Schools, provided through SASH and Lynch Hill, have opened. There are places available at Slough schools and schools just over the Borough boundary. Fewer pupils than usual have been allocated places outside the Borough.

For in-year arrivals, it is expected there will be places available in all year groups, either in Slough or in schools just outside the Borough.

The strategic risk now is that as a result of the opening of the 3 Free Schools (SASH, Lynch Hill and Khalsa) there is an over supply of secondary places this year (est 5 FoE) and an even greater over supply next year if these schools open all planned forms of entry. This will be exacerbated if the Eden Girls School also opens in 2015 (est 9 FoE). This year schools within and particularly those outside the borough which typically provide significant numbers of places to Slough pupils have experienced a drop in admissions in line with the new provision when population growth is taken into account. This will impact on the capitation income and the viability of some schools and could result in places being unavailable to Slough in future years when the predicted pupil growth arises. In turn this will put an increased demand for new places towards the second half of the strategic plan period. These consequences were predicted to the DfE more than a year ago and officers continue to lobby the Department to time openings to align with demand.

SEN **Risk rating**

There is a growing pressure for places across the full range of SEN provision particularly for pupils with ASD/Complex Needs and Emotional and Behavioural Difficulties places at secondary level.

A new secondary ASD unit will open at Ditton Park Academy in 2015 and an SEN unit is also included as part of the SASH2 Free School.

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

Strategic Planning

- 8. Take report to Cabinet on a proposal to add a form of entry at an existing grammar school.
- 9. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
- 10. Further develop Strategic School Places Programme and Additional Needs Review.
- 11. Consider sites for possible location of a new special school building.
- 12. Advance negotiations with DfE about delivery of two secondary schools on SBC land. Explore options for SASH2 including privately owned sites.
- 13. Lobby DfE to align school opening to match demand.

Operational Delivery

- 14. Prepare tenders for individual projects that will use the new professional services/architect's framework.

Appendix E: Council's Gold Project Updates as at 30th September 2014

15. Undertake procurement for renting and purchasing modular classrooms for new Reception classes to open next term.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

6. **Control of Free Schools** – Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.

Mitigation: The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6). Intensify dialogue with DfE/EFA.

Amber

7. **Site Availability** – Lack of sites may mean that schools are not ready when required.

Mitigation: Some expansion on existing school sites are provisionally agreed. 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.

Amber

8. **Land ownership** – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.

Mitigation: Ensure a clear picture is held of what sites in SBC control to manage negotiation effectively.

Red

9. **SEN places** – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough.

Mitigation: Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Expansion of special school provision also required.

Amber

10. **Programme funding** – Over £150m will be required to fund the school expansion programme to 2022, this will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.

Mitigation: Funding for new places has been confirmed to 2016-17. Free Schools are currently externally funded, a number are already agreed with further applications in the pipeline. Annual bids submitted to the DfE.

Green

11. **Delivery timeline** – Projects delivered later than required for pupils.

Mitigation: From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.

Amber

12. **Changing demographics** – Demand may rise faster or slower than predicted.

Mitigation: Latest information is constantly monitored and any significant changes incorporated within the delivery programme, new projects may need to start or others delayed. Dialogue with Free School promoters about phased openings.

Amber

13. **Capacity** - Insufficient capacity to deliver such a large expansion programme.

Mitigation: Will need consideration, some increase in capacity planned.

Amber

14. **Delivery risk** - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand.

Mitigation: Work closely with individual schools and heads' groups to ensure buy-in. Allocate adequate funding for projects to mitigate concerns.

Amber

Appendix E: Council's Gold Project Updates as at 30th September 2014

<p>15. Legal challenge – Legal challenge impacting delivery and adding to costs. <u>Mitigation:</u> New places will adhere to the School Admissions Code.</p>			Green
<p>16. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. <u>Mitigation:</u> Expansion projects to be adequately funded. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p>		Amber	
<p>Recommendations for CMT:</p>			
<ol style="list-style-type: none"> 1. To support the project team by ensuring there is sufficient capacity and capability to plan and deliver the strategy. 2. To support the project team by ensuring there is sufficient capacity and capability to plan, drive and accelerate the provision of SEN places. 3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council. 			

Appendix E: Council's Gold Project Updates as at 30th September 2014

The Curve			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Executive: Andrew Stevens Manager: Fin Garvey	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
September 2014	AMBER	AMBER	AMBER	AMBER	05/10/2014
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	03/09/2014
Project start date:	01/10/2013		Anticipated Project end date:	31/12/2015	
<p align="center">0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. December 2015 completion on track – no change of status. 2. Compensation events: <ul style="list-style-type: none"> • No new compensation events. • CE0007. Replace folding walls to 2 learning rooms with fixed. Expected to produce small cost saving. • CE0008. Replace fluorescent with LED lighting. New quotation received for £67,944.11 which is being challenged on design fees, but recovered in revenue savings. • CE0009. Additional works to Queensmere toilets. Cost met by Morgan Sindall. • CE0010. Balustrade design – how health and safety issue is addressed. • CE0011. Performance space design – access for performance. Expected to produce a small cost saving. 3. Pile caps completed and steel phase 1 erected. Completing for photos 20 October. 4. Switchover to new substation - high voltage completed Monday 29th September, low voltage to be completed Monday 6th October. 5. Hoardings in place; gate to be completed. 6. On track in agreement with Criterion, but agreement still not formally concluded. Instruction to solicitors to complete the deed based on feedback from Criterion. 7. No further developments with the Catholic Church (St Ethelbert's). Following up urgently. 8. Next stage in market testing for café planned for November with the launch of a formal tender process. It is proposed to precede this launch with appropriate advertising on site, on the website and elsewhere to attract the widest possible interest. 9. Meetings with Arvato on IT requirements. High risk to cost and project deliverables remains. Cost estimates now 2 months overdue. 10. Monthly contractor/client meeting held. 11. Continuing work to minimise premises running costs; report to CMT 1 October. 12. Detailed revisions to design on-going with no significant cost implications. 13. Neighbours meetings on-going. Issue with neighbours' refuse and environmental health on-going. Next consultation on Tuesday 30th September to discuss the proposed opening hours of the service yard. 14. Issues have been raised regarding the registration of the council's title with respect to the CPO/GVD. The Land Registry has provided an extension of time until October 21st to resolve the issues and Savills are being asked to advice on the completion of the required elements. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Completion of formal agreement with the church. 2. Completion of agreement with Criterion. 3. Completion phase 1 steel frame erection and start of phase 2. 4. Installation of service ducts and drainage. 					

Appendix E: Council's Gold Project Updates as at 30th September 2014

5. Procurement of sub-contracted works.
6. Still awaiting contact from Thames Water legal team regarding legal agreement. A draft agreement is now with the solicitors for completion.
7. Planning continuing for how the service yard will operate including neighbour access.
8. Detailed design workshops and decisions (inc 2nd floor balustrade and performance space).
9. Agree project plan for specifying, planning and implementing IT requirements.
10. Second stage market testing with providers expressing interest in the café.
11. Press coverage for steel works – 20 October.
12. Resolution of Registration of Title issues.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings	Red / Amber/ Green
1. Asbestos delay impact on programme now confirmed as 10 weeks. Substantial potential cost implications of programme delay – issue resolved and programme changes confirmed. Remaining risk includes delay in neighbour agreements.	Amber
2. Capacity of SBC's ICT support to meet deadlines and complete work on schedule.	Red
3. Church – must resolve occupation of small area of land without agreement and no build zone and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost.	Amber
4. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K). Implemented Compensation events now total £418,689.	Amber
5. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£100K above figure previously advised) and corporate property costs substantially higher than budget. M&E and FM arrangements and costs not yet finalised; reviewing savings through redevelopment of vacated sites and income opportunities.	Amber
6. Increasing risk of delay in neighbour agreements. Risk of further compensation claims arising from inability to provide 'access to service' as promised in negotiations on CPO.	Amber
7. Sub-station works delayed because of change in SSE requirements. No impact on overall project timetable. SSE issue with jointing now resolved.	Resolved
8. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive.	Resolved
9. Delays resulting from registration of title.	Amber

Recommendations for CMT:

1. Note progress and activity on site.
2. Note management of risks to project timeline and budget.
3. Take appropriate action to address risks as indicated above.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 17th November 2014

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 NOVEMBER 2014 TO 31 JANUARY 2015

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

Page 118
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Community & Leisure | Councillor Carter |
| • Commissioner for Education & Children | Councillor Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Health & Wellbeing | Councillor Hussain |
| • Commissioner for Neighbourhoods & Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Performance & Accountability | Councillor Sharif |
| • Commissioner for Social & Economic Inclusion | Councillor Munawar |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda.

For further information, contact Democratic Services as detailed above.

Cabinet - 17th November 2014

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Children's Services in Slough</u></p> <p>To consider a report on the future arrangements for Children's Services in Slough including a Memorandum of Understanding with the Department for Education.</p>	E&C	All	All	Ruth Bagley, Chief Executive, Slough Borough Council	-	None	√	Yes, p3 LGA
<p><u>Quarterly Finance & Performance Report to September 2014</u></p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	Overview & Scrutiny Committee	None		
<p><u>Medium Term Financial Strategy update</u></p> <p>To receive an update on the latest position with regards to the Council's Medium Term Financial Strategy and Budget 2015/16.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Subsidiary Housing Company</u></p> <p>To consider a report on the outcomes of the Options Appraisal for a Subsidiary Housing Company.</p>	N&R	All	All	Neil Aves, Assistant Director of Housing & Environment Tel: (01753) 875527	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Notification of Forthcoming Decisions</u> <i>To present to Cabinet the latest published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
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Cabinet - 15th December 2014

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Trelawney Avenue Redevelopment Plan</u> Further to the Cabinet report of 14 th April 2014, to consider a report detailing the progress of the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<u>Slough Mass Rapid Transit Detailed Design and Consultation Results</u> Further to the Cabinet decisions of 15th September 2014, to receive an update on the detailed design and outcomes of the public consultation of the Slough Mass Rapid Transit scheme (SMaRT).	S&E	Central; Chalvey; Cippenham Green; Cippenham Meadows; Farnham; Foxborough ; Langley Kedermister ; Upton	All	Savio DeCruz, Head of Transport Tel: 01753 875640	-	Report, 15/09/2014 Cabinet	√	
<u>Leisure Strategy</u> To consider a report detailing progress and seeking authorisation to progress implementation of the Leisure Strategy including the proposed new leisure facility, extension of the ice area and other matters.	C&L	All	All	Andrew Stevens, Assistant Director, Community & Skills Tel: 01753 875507	-	None	√	

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<p><u>Council Taxbases for 2015/16</u></p> <p>To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2015/16 financial year.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Council Tax Support Scheme</u></p> <p>Further to the report to Cabinet on 15th September 2014, to consider potential changes to the Council Tax Support Scheme.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

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Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All		Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503			√	
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All		Catherine Meek, Head of Democratic Services Tel: 01753 875011			√	