

Date of issue: Friday, 4 September 2015

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| MEETING | OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Bal, N Holledge, Malik, Rana and Usmani) |
| DATE AND TIME: | THURSDAY, 10TH SEPTEMBER, 2015 AT 6.30 PM |
| VENUE: | MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP |
| DEMOCRATIC SERVICES OFFICER: (for all enquiries) | SHABANA KAUSER 01753 787503 |

SUPPLEMENTARY PAPERS

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

* Items 5 and 6 were not available for publication with the rest of the agenda.

PART 1

| <u>AGENDA ITEM</u> | <u>REPORT TITLE</u> | <u>PAGE</u> | <u>WARD</u> |
|------------------------|--|-------------|-------------|
| 5. | Financial and Performance Report Quarter 1 | 1 - 90 | All |
| 6. | Local Authority Partnership Purchase | 91 - 102 | All |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 10th September 2015

CONTACT OFFICER: Joseph Holmes; Assistant Director, Finance & Audit & s151 officer
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WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

FINANCIAL & PERFORMANCE REPORT – Q1 2015-16

1 Purpose of Report

- To provide Committee with the latest forecast financial information for the 15-16 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2015-16
- To summarise the Council's performance on 'Gold' projects during 2015-16
- To approve the write offs contained within this report
- To approve the virements contained within this report
- To approve an administration penalty in respect of the Council Tax Support scheme of £50

2 Recommendation(s)/Proposed Action

The Committee is requested to scrutinise and comment on the following aspects of the report which will be considered by the Cabinet on 14th September 2015:

- Current financial forecast position;
- Balanced scorecard;
- Update on Gold projects;
- Write off requests and virements;
- Approvals to proceed with procurement for contract in excess of £250k.

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

3a. Slough Joint Wellbeing Strategy Priorities

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

Five Year Plan

The report helps achieve the Five Year 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

| 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

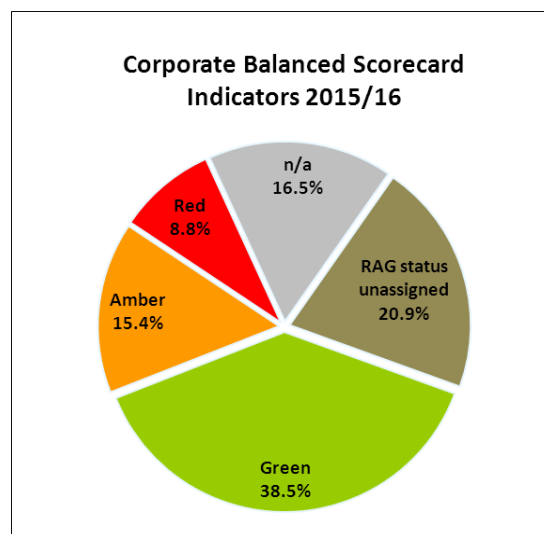
There is no identified need for the completion of an EIA

5 **Supporting Information**

5.1 The Council is forecasting overspend of £2.803m as at month 3 after allowing for additional funding sources. This is a better position compared to month 2 when the Council reported a potential £4.4m overspend. Whilst the month 2 overspend within the Children and Families area remains there is an additional pressure within the Adult Social Care and Health Partnerships with a forecast overspend of £0.618m.

5.2 Current spending projections were showing overspends in excess of £5m. All services were requested to prepare action plans to reduce this and to contain any additional budget pressures going forward. The result of these action plans is shown in the summary budget monitor attached as appendix A.

- 5.3 This is the first quarter review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.
- 5.4 Currently 57 of the 91 indicators (62.6%) have been assigned a RAG status of either **'Red'** (8, 8.8%), **'Amber'** (14, 15.4%) or **'Green'** (35, 38.5%).
- 5.5 The remaining 34 indicators are recorded either as:
- **'N/A'** (15, 16.5%) - not applicable because this is a volume indicator only or the value which SBC cannot seek to directly influence or because the issue is complex.
 - **RAG status unassigned** (19, 20.9%) – where a RAG status is currently unassigned or that the indicator is to be updated later in the year.
- 5.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 1 June 2015 the Council's performance is as below:

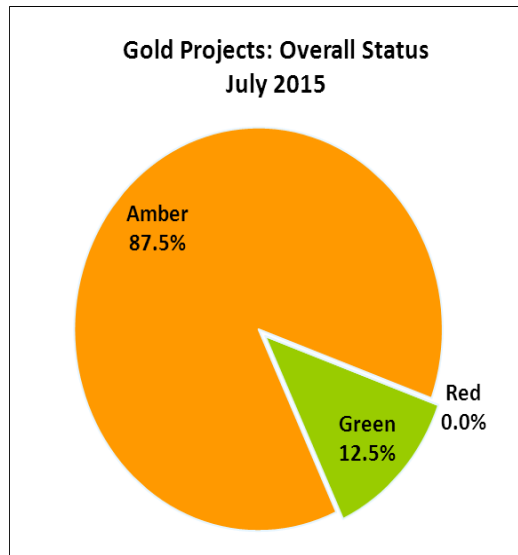


For each indicator the RAG status has been assigned by the responsible manager.

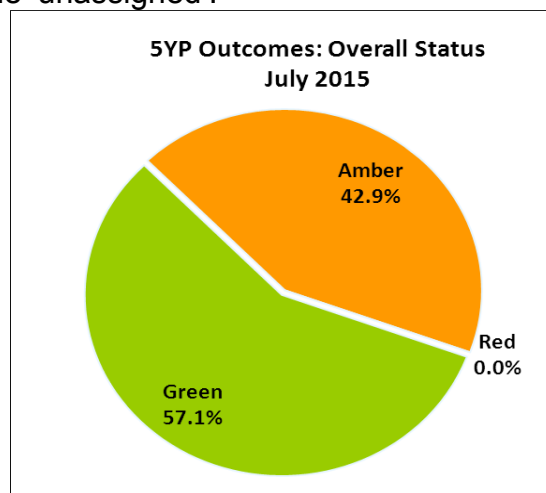
- 5.7 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.
- 5.8 CMT is requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.
- 5.9 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.
- 5.10 Key areas of noteworthy concerns flagged as **'Red'** status are:
- Business rate debit increase each year
 - Number of tenant verification visits completed
 - Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
 - Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check

- Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.
- Social Isolation: percentage of adult social care users who have as much social contact as they would like
- Number of adults managing their care and support via a direct payment

5.11 The summary of the eight Gold projects updates submitted as at July 2015 indicates that the overall status of seven projects have been assessed as 'Amber' and one as 'Green'.



5.12 The summary of the eight 5YP outcome highlight reports submitted as at July 2015 indicates that the overall status of four have been assessed as 'Green' and three as 'Amber' and one 'unassigned'.



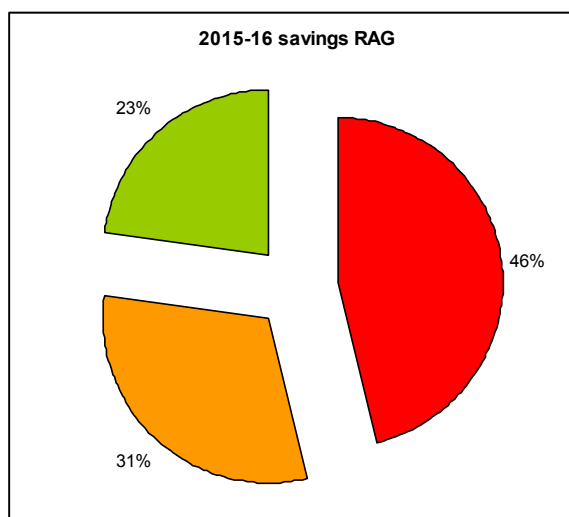
Executive Report

6 Introduction

6.1 This is the quarter 1 report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

7 Financial Performance

- 7.1 The Council is forecasting overspend of £2.561m as at month 3. The main service areas showing variation from budget are Children and Families, Adult Social Care and Health Partnerships and Estates and Regeneration. These have been offset by some corporate under spends.
- 7.2 Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted that a number of these proposals are still not fully developed. The service is committed to ensuring that all steps are taken to get as close to breakeven as possible.
- 7.3 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m are still showing as red, with £2.3m (23%) showing as green, and £3.1m as amber.



- 7.4 Children and Families have worked closely with the Finance team to model the financial impact of cost reduction activities. When the savings outlined in these plans are applied and if the growth funds monies were to be released to the Service budgets, the updated summary position would be as follows:

| Service | Budget | Outturn | Variance | Last | Chg | % |
|----------------------------------|---------------|---------------|--------------|--------------|--------------|--------------|
| Children Young People & Families | 21,778 | 24,082 | 2,303 | 3,290 | -987 | % |
| Adult Social Care | 34,384 | 35,002 | 618 | 1,819 | -1201 | 5% |
| Education (Non Schools) | 5,689 | 5,969 | 280 | 272 | 8 | 5% |
| Public Health | -400 | -400 | 0 | 0 | 0 | 0% |
| Central Management | 49 | 33 | -15 | -22 | 6 | -32% |
| Schools (DSG) | -337 | -337 | 0 | 0 | 0 | 0% |
| TOTAL | 61,163 | 64,349 | 3,186 | 5,358 | 1,210 | 11.0% |

7.5 Children, Young People & Families

The budget pressure in this service area has to **£2.3m**. This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies are agreed subject to business cases being presented and agreed by CMT.

Although business cases have been presented, CMT have requested additional information and made very clear that these funds have not been formally agreed for inclusion in the Service budget but for consistency with other papers coming to Cabinet this adjustment has not been shown in appendix A.

- 7.6 The underlying budget position including the budget adjustment is shown below with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is the 'as is' position if there is no action plan and if the growth monies were not to be approved. This is shown in more detail in the table below:-:

| Service | Budget | Forecast | Variance | Last Month | Change |
|--|---------------|---------------|--------------|--------------|--------------|
| Asylum Seekers | 86 | 86 | 0 | 0 | 0 |
| Children Looked After | 7,053 | 8,764 | 1,711 | 1,261 | 450 |
| Commissioning & Social Work | 6,466 | 9,057 | 2,592 | 1,781 | 811 |
| Learning Disabilities and Difficulties | 2,018 | 1,907 | -111 | -112 | 1 |
| S17 & Support Services | 231 | 231 | 0 | 0 | 0 |
| Safeguarding & QA | 667 | 826 | 160 | 166 | -6 |
| Family Placement Service | 2,512 | 2,769 | 257 | 257 | 0 |
| Youth Offending Team | 591 | 591 | 0 | 0 | 0 |
| Early Help | 863 | 714 | -149 | -63 | -86 |
| Total | 20,485 | 24,944 | 4,459 | 3,290 | 1,170 |

7.7 Action Plans

The cost reduction plans prepared by the Children's Services leadership team are given below. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately £863k.

| | Notes | £k |
|---|---|------|
| 1 | 50 children moved from Sept 15, to March 17. 12 children by 31st March 2016, based on 10 new Foster Carers due to be approved by March 2016. 38 more children in 16/17 based on 25 new foster carers recruited in 16/17. A further 13 moved in 17/18 to achieve upper quartile % LAC children with inhouse Foster Carers. | -115 |
| 2 | Agency SW's replaced with permanent staff over a one year period from July 15. | -548 |
| 3 | Reduce average cost of placements over 1 year for all external placements from December 15. (Strategic Commissioning working with the Trust) | -110 |
| 4 | Over 14 months from July, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency | -94 |
| 5 | Move one child into Mallards in October 2015, one in November 2015, two in December 2015 and two in March 2016. | -82 |

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the service would be as follows:

| Service | Budget | Forecast | Variance | Last Month | Change |
|--|---------------|---------------|--------------|--------------|---------------|
| Asylum Seekers | 86 | 86 | 0 | 0 | 0 |
| Children Looked After | 7,503 | 8,543 | 1,040 | 1,261 | -462 |
| Commissioning & Social Work | 7,309 | 8,415 | 1,107 | 1,781 | -674 |
| Learning Disabilities and Difficulties | 2,018 | 1,907 | -111 | -112 | 0 |
| S17 & Support Services | 231 | 231 | 0 | 0 | 0 |
| Safeguarding & QA | 667 | 826 | 160 | 166 | -6 |
| Family Placement Service | 2,512 | 2,769 | 257 | 257 | 0 |
| Youth Offending Team | 591 | 591 | 0 | 0 | 0 |
| Early Help | 863 | 714 | -149 | -63 | -86 |
| Total | 21,778 | 24,082 | 2,303 | 3,290 | -1,227 |

7.8 Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

7.9 Staffing Budgets

A dedicated workforce lead has been appointed supported by the DFE improvement funds. Two national campaigns have been implemented between May and August 2015, in order to recruit permanent social workers. A further campaign is planned for September 2015. The majority of staff who have been offered and have accepted will be in place by middle of November resulting in a reduction in costs.

7.10 Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

7.11 Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

| Savings | Agreed £'k | Slippage £'k |
|---|---------------|-----------------|
| Learning Disability Change Programme | 1,000 | 361 |
| Review of Day Services, High Cost Packages & Supported Living | 100 | 50 |
| Extra Care; Internal Day & Residential Services | 350 | 300 |
| Reform of Social Care 2 – Promoting Independence | 189 | 48 |
| Community & Voluntary Sector Commissioning & Telecare | 275 | 275 |
| Reform of Social Care 1 - Front Door, Assessment & Brokerage | 300 | 300 |
| Reform of Social Care 2 – Promoting Independence | 500 | 500 |
| Total | 2,714 | 1,834 |

The underlying summary forecast for the service is shown below:

| Service | Budget | Forecast | Variance | Last Month | Change |
|---|---------------|-----------------|-----------------|-------------------|---------------|
| Safeguarding and Governance | 241 | 240 | 0 | 2 | -2 |
| Management & Business Support | 778 | -676 | -1,455 | -187 | -1,267 |
| Access & Long Term Intervention & Support | 2,645 | 2,914 | 269 | 254 | 16 |
| Re-ablement & Directly Provided Services | 4,981 | 5,392 | 411 | -294 | 705 |
| Mental Health | 3,936 | 3,941 | 6 | -24 | 29 |
| Commissioning Budgets | 17,922 | 20,296 | 2,374 | 1,851 | 523 |
| Commissioning & Contracts | 3,882 | 4,121 | 239 | 217 | 22 |
| Total | 34,384 | 36,229 | 1,845 | 1,819 | 26 |

- 7.12 The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed.
- 7.13 These measures so far total £1.1m but there are many other ideas that are still to be costed. Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.

| Number | Desc | Item | Original Agreed Saving Level 15.16 | Achieved or forecast to achieve and showing in budget Aug 15 | Further plans to achieve by March 16 | Slippage | Comments |
|----------|--|--|------------------------------------|--|--------------------------------------|----------|--|
| 1 | Transformation | LD Change Programme | 1,000,000 | | | 0 | |
| 1.1 | Move from residential to supported living | | | 639,000 | | | |
| 1.2 | Increase CHC Income and various other plans | | | | 321,250 | | |
| 1.3 | Review of care packages and DP | that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments | | | | 40,000 | |
| 2 | Transformation | Review of MH Day Services, High Cost Packages & Supported Living | 100,000 | 50,000 | 50,000 | 0 | |
| 3 | Service Reform | Review and reform of Extra Care; Internal Day & Residential Services | 350,000 | 50,000 | tbc | tbc | |
| 4 | Prevention & Early intervention | Community & Vol Sector Commissioning & Telecare | 275,000 | 0 | 275,000 | 0 | |
| 5 | Transformation | Reform of social care 1 - Promoting Independence | 500,000 | 0 | | tbc | The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year |
| 5.1 | Increase CHC Income older people and physical disability | Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligibility for CHC/ FNC | | | | 696,187 | Investment of £25k required to undertake this role |
| 5.2 | Review of equipment - and recovery processes | Review existing contract; Equipment recovery processes and possible pharmacy equipment model | | | | 10,000 | |
| 5.3 | Extend RRR service | to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE | | | | 62,000 | |
| 5.4 | On line channel shift | assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling | | | | 83,000 | |
| 5.5 | Review of DP clients - OP/PD | client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD | | | | 40,000 | |
| 5.6 | Review of care packages | that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum | | | | tbc | |
| 5.7 | Prevention using Domiciliary care providers | development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals | | | | tbc | |

7.14 If these savings are added to the current underlying forecast then the summary would be as follows:

| Service | Budget | Forecast | Variance | Last Month | Change |
|---|---------------|---------------|------------|--------------|---------------|
| Safeguarding and Governance | 241 | 240 | 0 | 2 | -2 |
| Management & Business Support | 778 | -676 | -1,455 | -187 | -1,267 |
| Access & Long Term Intervention & Support | 2,645 | 2,914 | 269 | 254 | 16 |
| Re-ablement & Directly Provided Services | 4,981 | 5,392 | 411 | -294 | 705 |
| Mental Health | 3,936 | 3,941 | 6 | -24 | 29 |
| Commissioning Budgets | 17,922 | 19,069 | 1,147 | 1,851 | -704 |
| Commissioning & Contracts | 3,882 | 4,121 | 239 | 217 | 22 |
| Total | 34,384 | 35,002 | 618 | 1,819 | -1,201 |

7.15 Non Schools

There is a pressure of **£280k** forecast for this service area to reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

7.16 Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

7.17 As at June 2015 the Customer and Community Services Directorate is forecasting an over spend position of £116k, predominantly due to a CCTV/Careline Income shortfall.

7.18 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £755k, pending the successful delivery of the 2015/16 savings targets. £250k of the projected over spend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough, exacerbated by welfare benefit reform, pressures from households relocated from west London and a buoyant investment market speculating on the arrival of Crossrail. Measures are being put in place to secure access to suitable accommodation so that Bed and Breakfast occupancy and costs can be reduced. The Council is also working with landlords to secure access to accommodation both inside and outside the borough and is seeking a standing permission to enter into procurement contracts, some of which may be in excess of £250,000 in value (for three or five year agreements) where this results in significant and ongoing revenue savings for the Council and secures access to multiple units of accommodation.

7.19 The Environmental Strategy and Governance Manager has also highlighted £200k of pressures from waste management costs and the £67k internal rent payment to Asset Management for Chalvey Depot.

7.20 The above Financial pressures can be mitigated by a number of additional funding sources that has helped to reduce the projected overspend by £1.4m. Without these additional funding items the overspend would have been shown as £6.5m

| Item | Amount £k |
|---|-----------|
| Loan note returns from the Slough Regeneration Partnership | 400 |
| Additional RSG received just before the budget was approved | 197 |
| Additional 's31' monies in respect of Business Rates | 350 |
| Insurance | 416 |

7.21 All of these budget pressures are further detailed in appendix C.

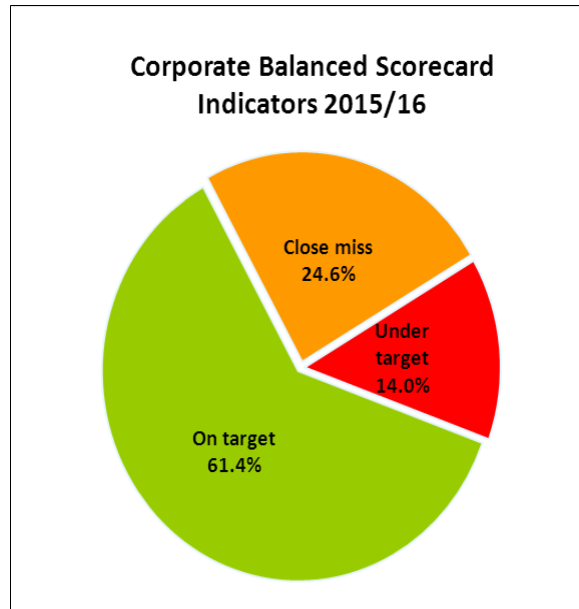
8 Virements

8.1 Virements during the first quarter of the current financial year were as follows

| Service Area | | Amount | Reason |
|---------------------------------|-------------------------------------|------------|--|
| From | To | £'000 | |
| Customer and Community Services | Regeneration, Housing and Resources | 51,960.00 | Transfer of Major Contracts budget. |
| Wellbeing | Regeneration, Housing and Resources | 113,300.00 | Transfer of property related budgets to Corporate Landlord. |
| Customer and Community Services | Regeneration, Housing and Resources | 123,400.00 | Transfer of property related budgets to Corporate Landlord. |
| Customer and Community Services | Regeneration, Housing and Resources | 4,900.00 | Transfer of residual income budget for Haymill. |
| Customer and Community Services | Regeneration, Housing and Resources | 281,200.00 | Transfer of property related budgets to Corporate Landlord. |
| Reserves | Customer and Community Services | 124,000.00 | Release of Transformation Reserve re: improvement of CT and NNDR collection rates. |
| Customer and Community Services | Regeneration, Housing and Resources | 64,480.00 | Transfer of ASB worker budget moved to Housing. |

9 Council Performance

9.1 This quarter, of the 57 performance indicators that were RAG rated – the majority are rated as 'Green' (35; 61.4%) or 'Amber' (14; 24.6%). Those rated as either 'Green' or 'Amber' - taken together - account for 86% of measures. Eight measures this month (14.0%) are Red rated as being off target by more than 5% in this report.



9.2 Noteworthy Concerns

The following eight indicators were rated '**Red**' this quarter as being more than 5% adrift of their currently defined target values:

- **Business rate debit increase each year**
There has been a 0.10% decrease in the net collectable debit in the first quarter of 2015/16. An inward investment strategy and action plan is being developed.
- **Number of tenant verification visits completed**
At the end of Q1 217 tenant verification visits were completed.
- **Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**
New contract out to tender to deliver a healthy weight programme in schools in the new term.
- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**
During 2014-15 GPs in Slough were focussed to deliver through the CCG for a prediabetes screening programme as well as for health checks. As a result the offer was less than in the previous year. This will change in 2015-16 as the prediabetes screening has ceased. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community.
- **Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**
This rate published in the 2015 Health Profile reflects 81 early deaths from heart disease and stroke 66% in males. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care.
The original indicator (under 75 mortality rate from cardiovascular diseases considered preventable) is no longer published.
- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2013/14 340 residents completed and returned the survey.

There was a 2.6% increase between 2011/12 and 2013/14. However the social isolation rate reported locally for 2013/14 was below the England value (44.5%) and South East value (45.3%). The survey was not reported in 2012/13.

- **Number of adults managing their care and support via a direct payment**
Direct Payments are a robust vehicle for driving person-centred planning and care arrangement.
All Local Authorities are encouraged to promote the use of Direct Payments.
Over the past year, the number of people in receipt of Direct Payments has risen by just 4 (187 in Jun-14).
It is believed that there are many more service users who could be persuaded to take up direct payments for some or all of their care needs.

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

10 **Council's Gold Project Update**

10.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 31st July 2015. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

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

10.3 **Monthly Period Summary**

- This report covers eight Gold Projects in total; all highlight reports have been received in time for this report.
- Of the eight project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors.
- Of the eight submitted highlight reports, seven have been assessed to have an **overall** status of **'Amber'** and one at **'Green'**.
- For *'Timeline'* three projects have been evaluated at **'Green'** status and five at **'Amber'**.
- For *'Budget'* four are assessed at **'Green'**, three at **'Amber'** and one at **'Red'**.
- For *'Issues and Risks'* six have been evaluated at **'Amber'** and two at **'Green'**.
- Accommodation and Flexible Working has been assessed as **'Green'** across all of the areas.
- Safeguarding Improvement Plan has been assessed as **'Red'** for budget.

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

**Project Manager / Sponsor assessed status of Gold Projects as at:
31st July 2015**

| Gold Project Name | Overall status | Timeline | Budget | Issues + Risks | Sponsor approval status | CMT recommendations |
|----------------------------------|----------------------------------|--------------|--------------|----------------------------------|-------------------------|---|
| Accommodation & Flexible Working | GREEN ↑ (was Amber) | Green | Green | Green ↑ (was Amber) | Approved | <ul style="list-style-type: none"> 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. 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. CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management. |
| Fit for the Future Programme | AMBER | Amber | Green | Amber | Approved | <ol style="list-style-type: none"> Organisational development <ul style="list-style-type: none"> Assistant Director, Organisational Development and Human Resources starting 7th September 2015. First draft of the Fit for Future Project Initiation Document (PID) completed. Leadership and management development <ul style="list-style-type: none"> Evaluation design of the management development programme, cohorts 3 and 4 completed. Planning of lunch time briefings for Heads of Services started. Feedback provided to MDP facilitators on draft outline of refresher session for SLT. Developing skills <ul style="list-style-type: none"> Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff. Recruitment and retention <ul style="list-style-type: none"> Current format of the electronic form reviewed. Employee engagement <ul style="list-style-type: none"> SLT continuing to promote nominations for SBC heroes. Draft of staff survey passed to CMT for consideration and sign off. SLT answers in response to staff questions signed off. Employee Wellbeing |

| | | | | | | |
|---|-------|---------------------------|---------------------------|---------------------------|----------|---|
| | | | | | | <ul style="list-style-type: none"> Milestones for plan to implement 'Smoke Free' Council in April 2016 developed. Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams. |
| Implementation of an integrated ERP (Enterprise Resource Planning) Solution | AMBER | Green ↑ (was Amber) | Amber ↓ (was Green) | Green ↑ (was Amber) | Approved | <ul style="list-style-type: none"> To support the project communications council wide. To be available to provide support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide. To assist in managing strategic stakeholders. |
| Learning Disabilities Change Programme | AMBER | Green | Green | Amber | Approved | CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people. |
| Safeguarding Improvement Plan | AMBER | Amber | Red | Amber | Approved | <ol style="list-style-type: none"> CMT to discuss, challenge and support progress and proposed actions as appropriate. CMT to note and challenge performance outcomes. CMT to approve Risk Register and ratings. CMT to stay apprised of and be involved in identifying key transition work programmes/issues, to ensure readiness for the transition to the Trust, and redress the impact of the Trust on the Council. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross-council contribution to improvement to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to: <ul style="list-style-type: none"> Corporate parenting responsibilities LAC redesign Children's Social Care Workforce Strategy Housing options and service experience for care leavers Management information |
| School Places Programme | AMBER | Amber | Green | Amber | draft | <ul style="list-style-type: none"> 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. Although the Project Management capacity in Property Services has |

| | | | | | | |
|---------------------------------------|-------|-------|-------|-------|----------|---|
| | | | | | | increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently. |
| Slough Children's Services Transition | AMBER | Amber | Amber | Amber | Approved | <ul style="list-style-type: none"> Note progress since last month's Gold Highlight report. Note key activities that need to be completed in the next reporting period. Advise on any further actions to be considered at this stage. |
| The Curve | AMBER | Amber | Amber | Amber | Approved | <ul style="list-style-type: none"> Note progress and activity on site. Note management of risks to project timeline and budget. Take appropriate action to address risks as indicated above. |

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**

11 **Council's 5YP Outcome Update**

11.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 31st July 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

11.2 **Monthly Period Summary**

11.2.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports have been received in time for this report from all.

11.2.2 Of the eight highlight reports which have been RAG-rated, four have been assessed to have an **overall** status of 'Green', three at 'Amber' and one 'unassigned'.

11.2.3 For 'Timeline' six projects have been evaluated at 'Green' status, one at 'Amber' and one 'unassigned'.

11.2.4 For 'Budget' four are assessed at 'Green', three at 'Amber' and one 'unassigned'.

11.2.5 For 'Issues and Risks' one has been evaluated at 'Green' status, six at 'Amber' and one 'unassigned'.

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

Outcome Leads assessed status of 5YP 8 Outcomes as at:

| Gold Project Name | Overall status | Timeline | Budget | Issues + Risks | Key issues of risk / obstacles to progress |
|--|----------------|----------|--------|----------------|---|
| 1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay | GREEN | Green | Green | Green | Implementation of Outcome 8 on ability to install implementation of 'online payment' portal. |
| 2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough | AMBER | Green | Amber | Amber | <ul style="list-style-type: none"> Increased PS market rent levels rendering the sector inaccessible to households on benefits. Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. Increase in construction costs rendering small and infill site development non-viable. Staff vacancy rate and inability to recruit to undertake housing regulation functions. Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates. |
| 3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities | GREEN | Green | Green | Amber | <ul style="list-style-type: none"> Resource allocation Budget identification |
| 4. Slough will be one of the safest places in the Thames Valley | AMBER | Green | Amber | Amber | <ul style="list-style-type: none"> Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate. Vacancies in Neighbourhood Services and capacity to deliver. Staff attendance at WRAP training session; Attendance has improved 4 sessions planned in August dependent on facilitator availability – need to keep up momentum until Prevent Coordinator in place. Prevent Delivery – fluid and time consuming; dependent on national and world events, appointment of coordinator essential (due to start 01.09.2015) Prevent work very |

| | | | | | |
|--|--------------|--------------|--------------|--------------|--|
| | | | | | <p>intensive and takes priority over general cohesion, this should ease when Prevent Coordinator in place to lead.</p> <ul style="list-style-type: none"> • Future funding arrangements for CSE Co-ordinator role requires confirmation and agreement on location of post to maintain continuity and momentum for delivery of action plan. |
| 5. Children and young people in Slough will be healthy, resilient and have positive life chances | | | | | <ul style="list-style-type: none"> • Transition of Children's Social Care into new arrangements. |
| 6. More people will take responsibility and manage their own health, care and support needs | GREEN | Green | Green | Amber | <ul style="list-style-type: none"> • Timescale for delivery of all actions not achieved. • Ability to deliver the revenue savings. • Impact on key performance targets. • Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. • More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. • Lack of agreement of use of contingency funding in BCF from CCG. • Management of lots of change at same time – capacity and change fatigue. • Management information and data. |
| 7. The council's income and the value of its assets will be maximised | GREEN | Green | Green | Amber | <ul style="list-style-type: none"> • Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. • Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. • Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting. |
| 8. The council will be a leading digital transformation organisation | AMBER | Amber | Amber | Amber | <ul style="list-style-type: none"> • Capital investment requirements higher than present budget allocation. • Lack of in house capacity to deliver transformation |

The individual 5YP Outcome Updates are provided as **Appendix F**.

12 Capital

12.1 The summary of projected capital expenditure as at month 3 on a consolidated and directorate basis can be shown as follows:

| | Revised 15-16 Budget | Projected Outturn |
|----------------------------------|-------------------------|----------------------|
| Directorate | £000s | £000s |
| Resources | 31,199 | 21,896 |
| Wellbeing | 15,512 | 14,298 |
| Customer & Community Services | 16,501 | 6,856 |
| Housing Revenue Account | 19,838 | 18,017 |
| Total | 83,050 | 61,067 |

12.2 The council is expecting to spend 74% of its available 2015-16 Capital Budget in the current financial year. More detailed directorate narrative is attached as appendix B.

13 Write Offs

13.1 A net total of £0.482m has been written off during the first quarter of 2015/16. As in the previous reports the majority of this total relates to NNDR debt (a net £0.437m). The write off across the council's services for the first 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 | Housing Benefits | Total |
|--|-------------|-------------|--------------------------|----------------|------------------|-------------|
| | Value | Value | Value | Value | Value | Value |
| | £ | £ | £ | £ | £ | £ |
| Unable to trace / Absconded | 136,571.43 | 11,080.41 | 20,210.41 | 920.55 | | 168,782.80 |
| Vulnerable persons | | | 118.82 | | | 118.82 |
| Deceased | | | 3,957.18 | 2,730.69 | 262.90 | 6,950.77 |
| Statute Barred / Unable to Enforce | 86,801.13 | | | 34,851.20 | | 121,652.33 |
| Bankruptcy | 7,922.30 | | | | | 7,922.30 |
| Instruction from Client | | | | 4,240.30 | | 4,240.30 |
| Nulla Bona (Returned from Bailiff) | | | | 1,000.00 | | 1,000.00 |
| Dissolved / Proposal to Strike / Liquidation / Receivership / Administration | 238,696.25 | | | | | 238,696.25 |
| Misc. (incl uneconomical to pursue) | 22,092.70 | 2,551.70 | 96.72 | 1,329.43 | 1.28 | 26,071.83 |
| Credit Balances | (55,487.12) | (37,605.87) | | | | (93,092.99) |
| Total | 436,596.69 | (23,973.76) | 24,383.13 | 45,072.17 | 264.18 | 482,342.41 |

14 Council Tax Support Scheme

14.1 The Council Tax support scheme began on 1st April 2013 and the overpayments generated continue to rise. Many, if not all, do not warrant prosecution, as a first level intervention, due to the low value. This would act as:

- A deterrent to wrongdoing
- A flexible intervention alternative to prosecution

The only practical alternative is an administration penalty. The Council can apply this penalty under s11 of the Council Tax Reduction Scheme 2013 and it is recommended that the penalty is set at £50.

15 Procurement of Mental Health Accommodation Services

- 15.1 The Community Mental Health Team are seeking permission to proceed with the procurement of a new pilot Mental Health Supported Accommodation and Step down service to be delivered by Look Ahead Care and Support. The service will deliver a new recovery and re-ablement support service for service users with mental ill health.
- 15.2 Look Ahead have been delivering this type of support in their supported accommodation schemes in other boroughs for many years. An opportunity has been presented to the Council to demonstrate the benefits of this model in terms of delivering outcomes for service users and stimulating the local provider market. In addition, Look Ahead own a building in Slough from which the service would be delivered. If this pilot service was put out to tender this opportunity could be lost.
- 15.3 The estimated cost of the service will be £394,000.00 and will be completed within two years from a start date of the 1st of April 2016 after which it will be out to competitive tender. Concurrently, the Community Mental Health Team will work with Wellbeing and Corporate Procurement to re-commission the currently budgeted £2,088,406 service expenditure for Mental Health Residential Care and Mental Health Supporting Living for a range of delivery models including this one.

16 DSG High Need block shortfall in funding for 2016-17

- 16.1 The High needs block funding has been calculated by the DFE on information provided to them from the Local authorities (LA) in 2012-13. The High need block is split into Place funding of £10,000 a place and Top up funding (which each LA calculates from the remainder of the High need block budget). For the 4th year running no increases are expected in 16-17 High needs budget which will be finalises in the Government November spending review.
- 16.2 The High need block funds Slough special schools, PRUs, Resource bases and Statemented children, for both Maintained schools, Academies and Free schools.
- 16.3 The school population has changed since 2012-13 with last years increase (excluding free schools) of over 600 children, hence within this growth will be children with special needs. In 16-17 the growth in SEN children is estimated to be 96 children.

16.4 Conclusion

- 16.4.1 Due to the expected increases in SEN children the DSG is facing an over spend in the High need block in 2016-17 of approximately £1m. 3 options were put to the CMT in August 2015 as follows.

1. Review band values
2. Ask the School Forum to fund the shortfall out of the High needs block.

3. Ask the Council to fund the shortfall.

16.4.2 The last option has been ruled out and the first option has been recommended. Finance will work with SEN and set up a Task group to look at solving the issues within the band values first, and then look at option 2 for any shortfall arising from the Banding work.

17 Conclusion

17.1 The Council overspend continues to is currently estimated to be £2.803m at year end although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year.

17.2 Of the eight Gold project updates submitted seven have been assessed as '**Amber**' and one as '**Green**'.

17.3 Of the seven 5 Year Plan highlight reports four have been assessed to have an **overall** status of '**Green**' and three at '**Amber**'.

18 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - Gold projects summary
- 'F' - 5YP Outcome Performance Updates

18 Background Papers

- '1' - Supporting working papers held in finance

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SLOUGH BOROUGH COUNCIL
2015/16 BUDGET MONITORING
PERIOD 3 - JUNE 2015

| Directorate | Net Current Budget | Projected Outturn | Variance: Over / (Under) Spend |
|--|--------------------|-------------------|--------------------------------|
| | £'M | £'M | £'M |
| <u>Wellbeing</u> | | | |
| Adult Social Care and Health Partnerships | 34.384 | 35.002 | 0.618 |
| Central Management | 0.049 | 0.034 | (0.015) |
| Children and Families | 21.778 | 24.081 | 2.303 |
| Education (Non-Schools) | 5.689 | 5.969 | 0.280 |
| Public Health | (0.400) | (0.400) | 0.000 |
| Total Wellbeing | 61.500 | 64.686 | 3.186 |
| Total Schools | (0.337) | (0.337) | 0.000 |
| Total Wellbeing and Schools | 61.163 | 64.349 | 3.186 |
| <u>Customer and Community Services</u> | | | |
| Transition | 0.000 | 0.000 | 0.000 |
| Customer Services & IT | 0.043 | 0.024 | (0.019) |
| Learning & Community | 2.461 | 2.406 | (0.055) |
| Wellbeing & Community | 3.365 | 3.390 | 0.025 |
| Public Protection | 1.217 | 1.357 | 0.140 |
| Planning and Building Control | 0.653 | 0.653 | 0.000 |
| Strategic Management | 0.016 | 0.016 | 0.000 |
| Transactional Services | 8.307 | 8.357 | 0.050 |
| Contracts, Commissioning & Procurement | 1.030 | 1.005 | (0.025) |
| Total Customer and Community Services | 17.092 | 17.208 | 0.116 |
| <u>Regeneration, Housing and Resources</u> | | | |
| Strategic Management | (0.039) | 0.036 | 0.075 |
| Corporate Resources | 2.104 | 2.079 | (0.025) |
| Housing and Environment | 14.066 | 14.649 | 0.583 |
| Estates and Regeneration | 10.222 | 10.344 | 0.122 |
| Total Regeneration, Housing and Resources | 26.353 | 27.108 | 0.755 |
| <u>Chief Executive</u> | | | |
| Chief Executive | 0.337 | 0.337 | 0.000 |
| Strategic Policy & Communication | 2.186 | 2.186 | 0.000 |
| Professional Services | 1.194 | 1.194 | 0.000 |
| Total Chief Executive | 3.717 | 3.717 | 0.000 |
| Total Corporate | (0.667) | (1.921) | (1.254) |
| Total General Fund | 107.658 | 110.461 | 2.803 |
| % of revenue budget over/(under) spent in total | | | 2.6% |

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| | Revised 15-16 Budget | Projected Outturn | Slippage % |
|-------------------------------|---------------------------------|------------------------------|-------------------|
| Directorate | £000s | £000s | |
| Resources | 31,199 | 21,896 | 29.82% |
| Wellbeing | 15,512 | 14,298 | 7.83% |
| Customer & Community Services | 16,501 | 6,856 | 58.45% |
| Housing Revenue Account | 19,838 | 18,017 | 9.18% |
| Total | 83,050 | 61,067 | 26.47% |

| Cost Centre | Project | Lead Officer | Expected Completion Date | Revised | Q2 | Q3 | Q4 | Projected Outturn |
|--|---|---------------|--------------------------|---------------|--------------|--------------|--------------|-------------------|
| Education Services | | | | | | | | |
| P051 | Primary Expansions (Phase 2 for 2011) | Tony M | Ongoing | 6,593 | 1,000 | 2,715 | 2,500 | 6,593 |
| P076 | Town Hall Conversion | Tony M | 01-Apr-17 | 315 | 10 | 100 | 167 | 315 |
| P090 | Expand Littledown School | Tony M | COMPLETE | 4 | | | | 0 |
| P093 | Schools Modernisation Programme | Tony M | 01-Jan-16 | 3,068 | 400 | 2,800 | 254 | 3,469 |
| P101 | SEN Resources Expansion | Tony M | Ongoing | 400 | 0 | 100 | 300 | 400 |
| P749 | Children's Centres Refurbishments | Kate A | 01-Sep-15 | 85 | | | | 0 |
| P783 | Schools Devolved Capital | G Grant | 01-Sep-15 | 142 | 38 | 40 | 40 | 142 |
| P856 | Haymill/Haybrook College Project | Tony M | 01-Sep-15 | 27 | 10 | 19 | | 27 |
| P887 | Willow School Expansion | Tony M | 01-Sep-15 | 13 | | | | 15 |
| P673 | DDA/SENDA access Works | Tony M | Ongoing | 75 | 0 | 0 | 75 | 75 |
| | Youth/Community Centres Upgrade | A Lakhan | 01-Oct-15 | 100 | | | | 0 |
| P123 | 2 Year Old Expansion Programme | Kate A | Ongoing | 646 | | | | 275 |
| P894/P896 | Penn Rd & Chalvey Grove Children's Centre | Kate A | 01-Jan-17 | 88 | | | | 0 |
| P140 | Lea Nursery Heat Pump | Tony M | COMPLETE | 10 | | | | 0 |
| | Special School Expansion-Primary,Secondary & Post 16 | Tony M | 01-Jan-22 | 400 | 10 | 60 | 330 | 400 |
| P142 | Children's Centres IT | Kate A | | 60 | | | | 0 |
| P131 | School Meals Provision | Tony M | 01-Oct-15 | 155 | 25 | 130 | 0 | 155 |
| | Secondary School Expansions | Tony M | Ongoing | 500 | 0 | 1 | 99 | 100 |
| P146 | Arbour Park | Tony M | 01-Jan-17 | 900 | 107 | 300 | 490 | 900 |
| Total Education Services | | | | 13,581 | 1,600 | 6,265 | 4,255 | 12,866 |
| Customer & Community Services | | | | | | | | |
| P083 | Cemetery Extension | Ketan G | 31/03/2016 | 1,499 | 506 | 505 | 505 | 1,499 |
| P103 | Slough Play Strategy | Ketan G | | 3 | 3 | | | 3 |
| P107 | Repairs to Montem & Ice | Ketan G | | 423 | | | | 14 |
| P383 | Herschel Park | Ketan G | | 86 | 10 | 10 | 10 | 30 |
| P873 | Crematorium Project | Ketan G | | 2,081 | | | | 55 |
| P141 | Leisure Capital Improvements-Langley, Ten Pin, The Centre | Ketan G | | 1,292 | | | 1,200 | 1,195 |
| P145 | ERP Financial System Upgrades | J Holmes | 01/04/2016 | 1,384 | 400 | 500 | 400 | 1,322 |
| P088 | Baylis Park Restoration | Ollie K | 31/03/2016 | 526 | | 270 | 270 | 540 |
| P089 | Upton Court Park Remediation | Ollie K | 30/09/2015 | 10 | | 10 | | 10 |
| P124 | Upton Court Park Remediation | Ketan G | | 88 | | | | 0 |
| P105 | Civica E-Payment Upgrade | R Parkin | 31/03/2016 | 20 | | | 20 | 20 |
| P784 | Accommodation Strategy | R Parkin | 01/10/2015 | 1,330 | 425 | 400 | 205 | 1,330 |
| | Expansion of DIP Servers | S Pallet | | 150 | | | | 0 |
| | IT Disaster Recovery | S Pallet | | 821 | | | | 0 |
| | Cippenham Green | S Gibson | | 500 | | 100 | 400 | 500 |
| | Hub Development | S Gibson | | 200 | | | 200 | 200 |
| P084 | IT Infrastucure Refresh | S Pallet | | 1,095 | | | | 1 |
| P084 | Replacement of SAN | S Pallet | | 148 | | | | 0 |
| P871 | Community Investment Fund | Various | | 1,047 | | | | 38 |
| P875 | CCTV Relocation | P Webster | 31/03/2016 | 99 | 26 | 30 | 30 | 99 |
| | New Ice | Ketan G | | 3,550 | | | | 0 |
| | Community Leisure Facilities | Philip Wright | | 150 | | | | 0 |
| Total Customer & Community Services | | | | 16,501 | 1,370 | 1,825 | 3,240 | 6,856 |
| Community and Wellbeing | | | | | | | | |
| P331 | Social Care IT Developments | Alan S | 31/03/2016 | 52 | | 26 | 26 | 52 |
| | Supported Living | Alan S | 31/03/2016 | 600 | | 300 | 300 | 600 |

| Cost Centre | Project | Lead Officer | Expected Completion Date | Revised | Q2 | Q3 | Q4 | Projected Outturn |
|-------------|---|--------------|--------------------------|---------------|--------------|---------------|---------------|-------------------|
| P133 | Extra Care Housing | Alan S | 31/03/2017 | 999 | | 250 | 250 | 500 |
| | Care Act | Alan S | 31/03/2016 | 280 | | 140 | 140 | 280 |
| | Total Community and Wellbeing | | | 1,931 | 0 | 716 | 716 | 1,432 |
| | Resources, Housing and Regeneration | | | | | | | |
| P006 | Disabled Facilities Grant | N Aves | Ongoing | 406 | 128 | 128 | 130 | 406 |
| P068 | Street Lighting Improvement Phase 2 | A Deans | 31/03/2016 | 255 | 80 | 104 | 87 | 255 |
| P069 | Highway & Land Drainage Improvements | A Deans | Ongoing | 84 | 34 | 40 | 10 | 84 |
| P079 | Catalyst Equity Loan Scheme | N Aves | 31/03/2016 | 27 | | | 27 | 27 |
| P066 | The Curve | Fin Garvey | 31/03/2016 | 9,443 | 5,429 | 1,964 | 1,210 | 9,440 |
| P128 | Corporate Property Asset Management | S Gibson | Ongoing | 491 | | | 350 | 385 |
| P111 | Major Highways Programmes | A Deans | Ongoing | 703 | 528 | 194 | 78 | 703 |
| P728 | Highway Reconfigure & Resurface | A Deans | Ongoing | 576 | 192 | 320 | | 576 |
| P779 | Britwell Regeneration | | | 114 | | | | 45 |
| P869 | Chalvey Hub | S Gibson | | 170 | | | 25 | 30 |
| P881 | Colnbrook By-pass | A Deans | 31/03/2017 | 131 | | | | 0 |
| P117 | Garage Sites Stage 7 | N Aves | 31/03/2016 | 111 | | | 111 | 111 |
| P127 | Demolitions | S Gibson | | 317 | 100 | 100 | 117 | 317 |
| P104 | Stoke Poges Footbridge | A Deans | 31/03/2016 | 410 | | | 410 | 410 |
| P116 | Windsor Road Widening Scheme | S Gibson | | 412 | | | 355 | 412 |
| P149 | A332 Windsor Road Widening LEP | S De Cruz | | 4,373 | | 500 | 1,500 | 2,004 |
| P148 | A335 Tuns Lane LEP Transport Scheme | S De Cruz | | 2,611 | | 200 | 1,800 | 2,002 |
| P144 | Slough MRT | S De Cruz | | 3,600 | | 500 | 2,500 | 3,000 |
| | Flood Defence Measures SBC/EA Partnership | A Deans | | 100 | | | | 0 |
| P135 | Plymouth Road (dilapidation works) | S Gibson | | 197 | | | 60 | 60 |
| P137 | Relocation of Age Concern | S Gibson | | 27 | | 27 | | 27 |
| P136 | Land acquisition (Chalvey) | S Gibson | | 496 | | | 496 | 496 |
| P098 | Traffic Light & Junction Improvements | S Decruz | | 236 | | | | 1 |
| | Air Quality Grant | J Newman | 31/03/2016 | 67 | | 30 | 37 | 67 |
| P147 | DEFRA Air Quality | J Newman | 31/03/2016 | 42 | 18 | 17 | 12 | 47 |
| P118 | Replacement of Art Feature | A Deans | | 12 | | | 12 | 12 |
| P661 | Local Safety Scheme Programme | S Decruz | | 143 | 25 | 50 | 67 | 143 |
| P060 | Station Forecourt | A Deans | 31/03/2016 | 20 | | 10 | 10 | 20 |
| P064 | Infrastructure | A Deans | 31/03/2016 | 155 | | 75 | 80 | 155 |
| | Housing Subsidiary | N Aves | | 4,570 | | | | 0 |
| | Bath Road Redevelopment | S Gibson | | 300 | | | 100 | 101 |
| | Northborough Park | S Gibson | | 250 | | | 250 | 250 |
| | Redevelopment of Thomas Grey Centre | S Gibson | | 50 | | | 50 | 50 |
| | Installation of 3 Electric Vehicle Rapid Chargers | J Newman | 31/03/2016 | 200 | | 50 | 150 | 200 |
| | Carbon Management | J Newman | 31/03/2016 | 100 | | 10 | 50 | 60 |
| | Total RHR (including Heart of Slough) | | | 31,199 | 6,534 | 4,319 | 10,084 | 21,896 |
| | TOTAL GENERAL FUND | | | 63,212 | 9,504 | 13,125 | 18,295 | 43,050 |

| Cost Centre | Project | Lead Officer | Expected Completion Date | Revised 15-16 Budget £'000 | Q2 | Q3 | Q4 | Projected Outturn |
|-------------|--|-----------------|--------------------------|-------------------------------|--------------|--------------|--------------|-------------------|
| P544 | Affordable Warmth/Central Heating | N Aves/Adrian T | Ongoing | | | | | |
| P544(4601) | Boiler Replacement | N Aves/Adrian T | Ongoing | 0 | 410 | 350 | 250 | 1,010 |
| P544(4602) | Heating / Hot Water Systems | N Aves/Adrian T | Ongoing | 0 | | 130 | 190 | 320 |
| P544(4603) | Insulation programmes | N Aves/Adrian T | Ongoing | 1,330 | 200 | 153 | 384 | 1,330 |
| P552 | Window Replacement | N Aves/Adrian T | Ongoing | | | | | 0 |
| P552(4613) | Front / Rear Door replacement | N Aves/Adrian T | Ongoing | 356 | 115 | 92 | 57 | 356 |
| P558(4604) | Kitchen Replacement | N Aves/Adrian T | Ongoing | 2,088 | 60 | 60 | 60 | 67 |
| P558(4605) | Bathroom replacement | N Aves/Adrian T | Ongoing | 692 | 10 | 10 | 10 | 30 |
| P558(4606) | Electrical Systems | N Aves/Adrian T | Ongoing | 263 | 20 | 20 | 20 | 60 |
| P559 | External Decent Homes Work | N Aves/Adrian T | Ongoing | | | | | 0 |
| P559(4607) | Roof Replacement | N Aves/Adrian T | Ongoing | 149 | 60 | 13 | | 149 |
| P559(4608) | Structural | N Aves/Adrian T | Ongoing | 598 | 175 | 250 | 173 | 598 |
| | DISH | N Aves/Adrian T | Ongoing | | | | | 0 |
| | Decent Homes | | | 5,476 | 1,050 | 1,078 | 1,144 | 3,920 |
| P516 | Winvale Refurbishment | N Aves/Adrian T | Ongoing | 17 | | | | 0 |
| P541 | Garage Improvements | N Aves/Adrian T | Ongoing | 290 | 100 | 125 | 65 | 290 |
| P548 | Mechanical Systems /Lifts | N Aves/Adrian T | Ongoing | 219 | 95 | 50 | | 219 |
| | Lifts | N Aves/Adrian T | Ongoing | | | | | 0 |
| P545 | Capitalised Repairs | N Aves/Adrian T | Ongoing | | | | | 0 |
| | Parlaunt Shops-Flat Roof Replacement | N Aves/Adrian T | Ongoing | | | | | 0 |
| P551 | Security & Controlled Entry Modernisation | N Aves/Adrian T | Ongoing | 94 | 35 | 45 | 14 | 94 |
| P564 | Darvills Lane - External Refurbs | N Aves/Adrian T | Ongoing | | | | | 0 |
| P565 | Estate Improvements/Environmental Works | John Griffiths | Ongoing | 200 | 72 | 65 | 66 | 200 |
| P569 | Replace Fascias, Soffits, Gutters & Down Pipes | N Aves/Adrian T | Ongoing | 634 | 215 | 200 | 191 | 668 |
| P573 | Upgrade Lighting/Communal Areas | N Aves/Adrian T | Ongoing | 872 | 250 | 200 | 334 | 872 |
| P573(4609) | Communal doors | N Aves/Adrian T | Ongoing | 47 | 17 | 22 | 8 | 47 |
| P573(4610) | Balcony / Stairs / Walkways areas | N Aves/Adrian T | Ongoing | 81 | | | | 0 |
| P573(4611) | Paths | N Aves/Adrian T | Ongoing | 65 | 10 | 10 | 45 | 65 |
| P573(4612) | Store areas | N Aves/Adrian T | Ongoing | 57 | 10 | 10 | 37 | 57 |
| | Sheltered / supported upgrades | John Griffiths | Ongoing | 250 | 80 | 80 | 90 | 250 |
| | Planned Maintenance - Capital | | | 2,826 | 884 | 807 | 850 | 2,762 |
| P546 | Environmental Improvements (Allocated Forum) | John Griffiths | Ongoing | 200 | | | | 0 |
| | | | | | | | | 0 |
| P405 | Tower and Ashbourne | N Aves/Adrian T | | 1,121 | 65 | 25 | 1,023 | 1,121 |
| | | | | | | | | 0 |
| P547 | Major Aids & Adaptations | J Walter | Ongoing | 450 | 159 | 159 | 159 | 450 |
| | | | | | | | | 0 |
| P779/P575 | Affordable Homes | N Aves/Adrian T | Ongoing | 9,765 | 3,186 | 3,186 | 3,186 | 9,764 |
| | | | | 19,838 | 5,344 | 5,255 | 6,362 | 18,017 |

| <u>Community Investment Fund (Capital Only)</u> | 2015-16 | Responsible |
|---|-----------------------|--------------------|
| Description | Revised Budget | Officer |
| | £'000 | |
| MUGA's - floodlit to all community hubs / priority associated areas | 156 | K Ghandi |
| Replace street bins and increase numbers in high litter areas | | Ian C |
| Replacement street signs - 2 year programme | 50 | Alex D |
| CCTV - purchase of moveable cameras | 56 | G De Haan |
| Neighbourhood Enhancements/Walkabouts | 300 | Ian C |
| Pavement Parking Policy | 373 | Joe C |
| Alley gating works | 55 | G De Haan |
| Member Bids | 39 | Ian C |
| Wexham Road Crossing | 35 | Savio De Cruz |
| Parks Buildings Invest to Save | 20 | K Ghandi |
| Chalvey Recreation | 20 | K Ghandi |
| Salt Hill Park | 20 | K Ghandi |
| New Bike Hire Stands | 10 | |
| Electronic 30 mph signs | 10 | |
| Montem Streamside Walk | 5 | |
| Land clearance Derwent Drive | 10 | |
| Borough Gateway Signs | 40 | |
| TOTAL | 1,198 | |

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WELLBEING DIRECTORATE

OVERVIEW: The Directorate's net controllable Revenue budget for 2015/16 is now **£59.870m**. This is £1.2m less than last month following the removal of the growth bid funding for the Children, Young People and Families (CYP&F) Service. The current total projected net expenditure is **£66.438m** and therefore the Directorate is presently forecasting an underlying overspend of **£6.6m** (11%). This is an increase of **£1.2m** on the previous month and is summarised in the table below:

| Service | Budget | Outturn | Variance | Last | Chg | % |
|----------------------------------|---------------|---------------|--------------|--------------|--------------|--------------|
| Children Young People & Families | 20,485 | 24,944 | 4,459 | 3,290 | 1,170 | 22% |
| Adult Social Care | 34,384 | 36,229 | 1,845 | 1,819 | 26 | 5% |
| Education (Non Schools) | 5,689 | 5,969 | 280 | 272 | 8 | 5% |
| Public Health | -400 | -400 | 0 | 0 | 0 | 0% |
| Central Management | 49 | 33 | -15 | -22 | 6 | -32% |
| Schools (DSG) | -337 | -337 | 0 | 0 | 0 | 0% |
| TOTAL | 59,870 | 66,438 | 6,568 | 5,358 | 1,210 | 11.0% |

ACTION PLAN UPDATE: Following last month's budget monitoring report, CMT requested that all overspending budgets should submit action plans showing how the budget can be brought back to break even. This has been communicated to Service Directors and an Action Plan has been received from the Adult Social Care (ASC) Service (details in paragraph 3.0 below). These proposals total **£1.2m** in savings and are included below. There are several other proposals yet to be costed that are not included. It must be noted however that a number of these proposals are still not fully developed however the service is committed to ensuring that all steps are taken to get as close to break even as possible.

Although an action plan has not been received from CYP&F, there has been some modelling which considers the financial impact of some actions that could be taken to reduce expenditure. When the savings outlined in these plans are applied and if the growth funds monies are released to the Service budgets, the updated summary position would be as follows:

| Service | Budget | Outturn | Variance | Last | Chg | % |
|----------------------------------|---------------|---------------|--------------|--------------|---------------|-------------|
| Children Young People & Families | 21,778 | 23,840 | 2,336 | 3,290 | -954 | 9% |
| Adult Social Care | 34,384 | 35,002 | 618 | 1,819 | -1,201 | 2% |
| Education (Non Schools) | 5,689 | 5,969 | 280 | 272 | 8 | 5% |
| Public Health | -400 | -400 | 0 | 0 | 0 | 0% |
| Central Management | 49 | 33 | -15 | -22 | 6 | -32% |
| Schools (DSG) | -337 | -337 | 0 | 0 | 0 | 0% |
| TOTAL | 61,163 | 64,107 | 3,219 | 5,358 | -2,139 | 4.8% |

Children, Young People & Families

The budget pressure in this service area has risen by **£1.2m** to **£4.5m** (22%). This is the effect of removing the funds allocated for growth in the 15-16 budget build. These growth monies were agreed subject to a business being presented and agreed by CMT. Although business cases have been presented, CMT have requested significant changes and further explanations. CMT have also made

very clear that these funds have not been formally agreed for inclusion in the Service budget, hence the budget adjustment.

The underlying budget position apart from the budget adjustment shows a largely unchanged position from last month with substantial budget pressures on LAC (£1.7m) and staffing (£2.6m). This is shown in more detail in the table below:-

| Service | Budget | Forecast | Variance | Last Month | Change |
|--|---------------|---------------|--------------|--------------|--------------|
| Asylum Seekers | 86 | 86 | 0 | 0 | 0 |
| Children Looked After | 7,053 | 8,764 | 1,711 | 1,261 | 450 |
| Commissioning & Social Work | 6,466 | 9,057 | 2,592 | 1,781 | 811 |
| Learning Disabilities and Difficulties | 2,018 | 1,907 | -111 | -112 | 1 |
| S17 & Support Services | 231 | 231 | 0 | 0 | 0 |
| Safeguarding & QA | 667 | 826 | 160 | 166 | -6 |
| Family Placement Service | 2,512 | 2,769 | 257 | 257 | 0 |
| Youth Offending Team | 591 | 591 | 0 | 0 | 0 |
| Early Help | 863 | 714 | -149 | -63 | -86 |
| Total | 20,485 | 24,944 | 4,459 | 3,290 | 1,170 |

Action Plans

The service has **not** submitted an Action Plan as requested by CMT. However, modelling work showing the financial impact of several savings scenarios have been completed by Finance but these are purely academic because, based on the information reaching Finance, they are not supported by any detailed delivery mechanism and remain purely in the planning stage. This modelling suggests that if the service carried out the actions detailed in the table below, there would be in year savings of approximately £1.1m.

| Details | | £'k |
|--------------|--|---------------|
| 1 | 63 children moved over 21 months, to achieve upper quartile % LAC children with Slough BC Foster Carers | -352 |
| 2 | Agency SW's replaced with permanent staff over a one year period | -548 |
| 3 | Reduce average cost of placements over 1 year for all external placements | -110 |
| 4 | Over 14 months, make 1 other (non Social Worker) post permanent to achieve 90% permanent staff to 10% Agency | -94 |
| TOTAL | | -1,104 |

The council would expect the new Trust to carry out these actions.

If the financial effect of the actions above and if the growth bid funds are approved and added to the service budget then revised financial position of the this service would be as follows:

| Service | Budget | Forecast | Variance | Last Month | Change |
|--|---------------|---------------|--------------|--------------|---------------|
| Asylum Seekers | 86 | 86 | 0 | 0 | 0 |
| Children Looked After | 7,503 | 8,302 | 799 | 1,261 | -462 |
| Commissioning & Social Work | 7,309 | 8,415 | 1,107 | 1,781 | -674 |
| Learning Disabilities and Difficulties | 2,018 | 1,907 | -111 | -112 | 0 |
| S17 & Support Services | 231 | 231 | 0 | 0 | 0 |
| Safeguarding & QA | 667 | 826 | 160 | 166 | -6 |
| Family Placement Service | 2,512 | 2,769 | 257 | 257 | 0 |
| Youth Offending Team | 591 | 591 | 0 | 0 | 0 |
| Early Help | 863 | 714 | -149 | -63 | -86 |
| Total | 21,778 | 23,840 | 2,062 | 3,290 | -1,227 |

Children Looked After

With the budget adjustment of nearly £0.5m adversely affecting this service area the budget pressure is now £1.7m. This is mainly due to delay in meeting achieving the savings of **£908k** and the effect of an increase in LAC numbers since the budget forecast was agreed. This includes the pressure of £180k LAC 16-18 Expenses remain from last year.

Staffing Budgets

Budget reductions totalling over **£0.8m** has worsened this forecast to £2.6m. This is mostly because the service has continued to use Agency staff at last year's levels despite the fact that the one off funding to allow this is not available in 2015-16. This includes the pressures on Legal Fees of **£283k** that is largely unchanged from last year.

Early Help

Following the latest audit and report, it has been confirmed that the Troubled Families programme have earned £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date means there is a total underspend in this area of **£149k**. The next PBR claim is due in January 2016 and a further assessment of any additional income which may be received will be made at that time.

Adult Social Care

This service has an underlying budget pressure of **£1.8m**. This is largely unchanged from last month. This is due to slippage on the savings agreed for this year.

| Savings | Agreed £'k | Slippage £'k |
|---|---------------|-----------------|
| Learning Disability Change Programme | 1,000 | 361 |
| Review of Day Services, High Cost Packages & Supported Living | 100 | 50 |
| Extra Care; Internal Day & Residential Services | 350 | 300 |
| Reform of Social Care 2 – Promoting Independence | 189 | 48 |
| Community & Voluntary Sector Commissioning & Telecare | 275 | 275 |
| Reform of Social Care 1 - Front Door, Assessment & Brokerage | 300 | 300 |
| Reform of Social Care 2 – Promoting Independence | 500 | 500 |
| Total | 2,714 | 1,834 |

The underlying summary forecast for the service is shown below:

| Service | Budget | Forecast | Variance | Last Month | Change |
|---|---------------|---------------|--------------|--------------|-----------|
| Safeguarding and Governance | 241 | 240 | 0 | 2 | -2 |
| Management & Business Support | 778 | -676 | -1,455 | -187 | -1,267 |
| Access & Long Term Intervention & Support | 2,645 | 2,914 | 269 | 254 | 16 |
| Re-ablement & Directly Provided Services | 4,981 | 5,392 | 411 | -294 | 705 |
| Mental Health | 3,936 | 3,941 | 6 | -24 | 29 |
| Commissioning Budgets | 17,922 | 20,296 | 2,374 | 1,851 | 523 |
| Commissioning & Contracts | 3,882 | 4,121 | 239 | 217 | 22 |
| Total | 34,384 | 36,229 | 1,845 | 1,819 | 26 |

The service has submitted an initial action plan that is designed to introduce measures to either accelerate the achievement of existing savings in the current year or new shorter term additional measures to limit the impact on the budget of not fully achieving the saving targets agreed. These measures so far total £1.1m but there are many other ideas that are still to be costed.

Listed below is the revised savings Plan that has yet to be fully costed and RAG rated and challenged for financial robustness in the forecasting.

| Number | Desc | Item | Original Agreed Saving Level 15.16 | Achieved or forecast to achieve and showing in budget Aug 15 | Further plans to achieve by March 16 | Slippage | Comments |
|----------|---|--|---------------------------------------|---|---|----------|--|
| 1 | Transformation | LD Change Programme | 1,000,000 | | | 0 | |
| 1.1 | Move from residential to supported living | | | 639,000 | | | |
| 1.2 | Increase CHC Income and various other plans | | | | 321,250 | | |
| 1.3 | Review of care packages and DP | that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. Enham Trust have agreed to help us with the Domiciliary care cases and the plan is to have all the reviews/re-assessments | | | | 40,000 | |
| 2 | Transformation | Review of MH Day Services, High Cost Packages & Supported Living | 100,000 | 50,000 | 50,000 | 0 | |
| 3 | Service Reform | Review and reform of Extra Care; Internal Day & Residential Services | 350,000 | 50,000 | tbc | tbc | |
| 4 | Prevention & Early intervention | Community & Vol Sector Commissioning & Telecare | 275,000 | 0 | 275,000 | 0 | |
| 5 | Transformation | Reform of social care 1 - Promoting Independence | 500,000 | 0 | | tbc | The saving in this area needs to be more because of the increase in activity and costs during last year that has carried on to this year |
| 5.1 | Increase CHC Income older people and physaical disability | Hire a CHC specialist (must be medically trained). To review the CHC and Funded Nursing Care potential of the adult social care cases. To prioritise these for review under the Care Act to consider their eligiblity for CHC/ FNC | | | | 696,187 | Investment of £25k required to undertake this role |
| 5.2 | Review of equipment - and recovery processes | Review existing contract; Equipment recovery processes and possible pharmacy equipment model | | | | 10,000 | |
| 5.3 | Extend RRR service | to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential. And to review impact for CMHTE | | | | 62,000 | |
| 5.4 | On line channel shift | assessment and review project to allow clients and trusted assessors to use self-service tools. Current business case c£85k FYE, add this to the budget profiling | | | | 83,000 | |
| 5.5 | Review of DP clients - OP/PD | client underspend and monitoring of this. Repeat a similar exercise as per 2014/15 run by IH, but extend this to LTIS and PD | | | | 40,000 | |
| 5.6 | Review of care packages | that remained stable and where there is possibility to change to DP or other more preventative support plan then do so. And Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum | | | | tbc | |
| 5.7 | Prevention using Domiciliary care providers | development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals | | | | tbc | |

| | | | | | | | | | |
|--------------|---|---|------------------|----------------|------------------|----------------|--|-----|---|
| 5.8 | Frequent Flyers | reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model. | | | | | | | |
| 5.9 | Apply care fund calculator to all ASC cases | should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers | | | | | | tbc | |
| 5.11 | Personal Advisor | maybe some as yet unidentified savings. | | | | | | tbc | |
| 5.12 | OP supported living | Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required | | | | | | tbc | |
| 5.13 | Management of demand | innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015. | | | | | | tbc | |
| 6 | Transformation | Reform of Social Care 2 - Front Door, Assessment, Brokerage and Reviewing | 300,000 | 0 | 300,000 | 300,000 | | | This will not take place until 2016.17 as reform 1 needs to take place first |
| 6.1 | review current staffing vacancies and the use of contract staff | | | | | | | tbc | |
| 7 | Increased Income | Increased fees and charges | 189,000 | 141,000 | tbc | 48,000 | | | Slippage due to delay in commencing with new charge levels. But reviewing other options |
| 7.1 | Review other income generation options | | | | | | | tbc | |
| Total | | | 2,714,000 | 880,000 | 1,877,437 | 348,000 | | | |

If these savings are added to the current underlying forecast then the summary would be as follows:

| Service | Budget | Forecast | Variance | Last Month | Change |
|---|---------------|---------------|------------|--------------|---------------|
| Safeguarding and Governance | 241 | 240 | 0 | 2 | -2 |
| Management & Business Support | 778 | -676 | -1,455 | -187 | -1,267 |
| Access & Long Term Intervention & Support | 2,645 | 2,914 | 269 | 254 | 16 |
| Re-ablement & Directly Provided Services | 4,981 | 5,392 | 411 | -294 | 705 |
| Mental Health | 3,936 | 3,941 | 6 | -24 | 29 |
| Commissioning Budgets | 17,922 | 19,069 | 1,147 | 1,851 | -704 |
| Commissioning & Contracts | 3,882 | 4,121 | 239 | 217 | 22 |
| Total | 34,384 | 35,002 | 618 | 1,819 | -1,201 |

There are many other ideas that are still to be costed. These initiatives are shown below and further work will be done on these in the coming weeks to see if and how much could be saved. The FYE effect of these will also be considered in relation to the MTFs (OOB) work.

| Ref | DETAIL | Service Area | Saving 2015/16 | Investment 2015/16 | Lead |
|-----|--|--------------|----------------|--------------------|------|
| 7 | Extended RRR to reduce residential placements. Pathway and service re-design: amalgamate the ARC service and the RRR to improve outcomes predominately for people discharged from the acute trust. We will build on previous successes in reducing residential | CMHTE | TBC | 0 | VC |
| 8 | Income Generation/Review - Changes to equipment charging - tracking the delivery of these charges | | TBC | 0 | CB |
| 9 | Review of packages that remained stable and where there is possibility to change to DP or other more preventative | Short Term | TBC | 0 | SB |
| | | Long Term | TBC | 0 | |
| | | CMHTE | TBC | 0 | |

| | | | | | |
|----|---|--------------------------|-----|---|----|
| | support plan then do so. | Phys Disability | TBC | 0 | |
| 10 | Speed Up Review, Reduce Hours - Incentivise Domiciliary care providers – to review domiciliary care plans sooner than the statutory 12 months to identify support plans that are too great for the clients needs (responsibility of the domiciliary care provider to carryout this work). Domiciliary care forum | ALL | TBC | 0 | CB |
| 11 | Prevention using Domiciliary care providers - development of a focus on wellbeing and prevention support planning at regular 3 monthly intervals | | TBC | | |
| 12 | Frequent Flyers – reduce frequency of care leading to lower costs - Similar to the NHS work, analyse whether we have a similar boomeranging group of clients that are being ineffectually case managed and apply the 3 tier conversation model. | STIS/ LTIS | TBC | 0 | SL |
| 13 | Apply the care fund calculator - to other ASC cases – should lead to lower costs; Explore with IEAS; analyse all spot placements; negotiate with providers | Older People | TBC | 0 | SB |
| | | CMHTE | TBC | | |
| | | LD | TBC | | |
| | | PD | TBC | | |
| 14 | Personal Advisor – maybe some as yet unidentified savings. | SBi to explore this area | TBC | 0 | |
| 15 | MH Supported Living - re MH stepdown Pathways | MH | TBC | 0 | |
| 16 | OP Supported Living - Link to 2016/ 17 ECH and other supported living accommodation (both rental and owner occupancies) outline business case required | OP | TBC | 0 | |
| 17 | Staffing budgets - review current staffing vacancies and the use of contract staff | ALL | TBC | 0 | |
| 18 | Management of demand – innovation pilots related to 3 tier conversation model and hub working. Limited in year saving. TBC November 2015. | ALL | TBC | 0 | |

Non Schools

There is a pressure of **£280k** forecast for this service area to reflect the uncertainty of the saving associated with the implementation of the new revised contract with Cambridge Education. This has not yet been signed and therefore the savings are not secure. This is largely unchanged from last month.

Public Health

This service is now reporting a balance position. However the implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have not been factored into this as the service is still developing a response to the announcement. If the grant is reduced as indicated, this will result in a loss of funding totalling **£384k** and unless expenditure is reduced an equal amount a budget pressure will result.

The Government has launched a consultation exercise in relation to this reduction but this is only looking at options **how** the saving is to be implemented. So it is very likely that this will happen.

The service is looking at how this can be contained but as yet no concrete proposals have been presented.

CUSTOMER AND COMMUNITY SERVICES DIRECTORATE

| Department | Revised Budget £'000 | Outturn £'000 | Variance £'000 | % | Change in month |
|--|-------------------------|------------------|-------------------|--------------|--------------------|
| Customer Services, IT & Information Governance | 43 | 24 | (19) | (44.2%) | 1 |
| Learning & Community Services | 2,461 | 2,406 | (55) | (2.2%) | (55) |
| Wellbeing & Community Services | 3,365 | 3,390 | 25 | 0.7 | 17 |
| Public Protection | 1,217 | 1,357 | 140 | 11.5% | 40 |
| Planning & Building Control | 653 | 653 | 0 | 0% | 0 |
| Strategic Management | 16 | 16 | 0 | 0% | 0 |
| Commissioning & Procurement | 1,030 | 1,005 | (25) | (2.4%) | (25) |
| Transactional Services | 8,307 | 8,357 | 50 | 0.6% | 0 |
| TOTAL | 17,092 | 17,208 | 116 | 0.7% | (22) |

Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £116k, largely due to CCTV/Careline income shortfall.

Customer Services, IT and Information Governance

The £19k projected underspend is from staffing and supplies and services.

Learning and Community Services

Arising from the implementation of the new structure, there are currently a number of 'new' posts awaiting recruitment which is contributing to the projected underspend of £55k.

Service: Wellbeing and Community Services

A £25k overspend is currently anticipated in the cemeteries and crematorium service arising from a recent legal challenge and mercury abatement fees whilst the new crematorium works are completed.

Public Protection

The £140k overspend is the current projected shortfall in the budgeted income to support the CCTV/Careline services (business plan in preparation) and £40k pressure from a retained post originally earmarked for deletion in the recent restructure.

Corporate Procurement Team

An under spend of £25k from staffing vacancies is projected for period 3 but this may increase due to recruitment difficulties.

Transactional Services

The current forecast is for an over spend of £50k arising from interim staff costs and timing of the phase 2 transactional 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

| Service | Budget / £k | Forecast Outturn / £k | Variance / £k | Variance / % | Change in month £k |
|--|---------------|--------------------------|------------------|-----------------|-----------------------------|
| Strategic Management | (39) | 36 | 75 | 192.3% | 25 |
| Corporate Resources | 2,104 | 2,079 | (25) | (1.2%) | (25) |
| Housing and Environment | 14,066 | 14,649 | 583 | 4.1% | 333 |
| AIR (Estates Regeneration) | 10,222 | 10,344 | 122 | 1.2% | (69) |
| Total Regeneration, Housing and Resources | 26,353 | 27,108 | 755 | 2.9% | 264 |

Directorate summary for the 2015-16 year to date

At this point in time the Regeneration, Housing and Resources Directorate is forecasting an overspend position of £755k, pending the successful delivery of the 2015/16 savings targets.

Strategic Management

At the present time, an over spend of £75k is forecast reflecting the pressure of achieving this year's savings of £589k.

Corporate Resource

The projected outturn is for a £25k under spend – overspend on the internal audit contract and additional ICT costs offset by vacancy savings.

Housing and Environment

£250k of this projected overspend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough; measures are being put in place to secure access to suitable accommodation to reduce B&B occupancy/costs, working with landlords to reduce the switch to private tenants, and learning from best practice in other local authorities.

There is also a £57k funding pressure in the Home Improvements section due to the reduction in funding sources - social service cut backs, reduction in the capital programme funding and therefore the number of projects that staff can work on, and less work from other services.

The Environmental Strategy and Governance Manager has also highlighted £200k pressures from Waste Management costs and the £76k internal rent payment to Asset Management for Chalvey Depot.

AIR (Estates and Regeneration)

| Service | Budget | Forecast | Variance | Variance |
|--|---------------|-----------------|-----------------|-----------------|
| | £k | Outturn | £k | / % |
| | | £k | | |
| Property Services | 515 | 547 | 32 | 6.2% |
| Facilities & Corporate Landlord | 3,066 | 3,047 | (19) | (0.6%) |
| Highways Engineering | 3,044 | 3,044 | 0 | 0% |
| Asset Management | (13) | (127) | (114) | 879% |
| Transport | 3,610 | 3,833 | 223 | 6.2% |
| Total | 10,222 | 10,344 | 122 | 1.2% |

Property Service

A projected overspend of £32k is forecast based upon anticipated demand for repairs to corporate buildings.

Facilities & Corporate Landlords

A small underspend of £19k is currently forecast (including business rates rebate for SMP) but this may change when the responsibility for managing the various corporate buildings has been fully integrated into Facilities Management in their new role as Corporate Landlord.

Highways Engineering

There are no projected variances at the present time; a recruitment freeze is currently in place pending the outcome of the transformation project.

The service is still awaiting payment of a compensation claim raised 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 underspend comprises £76k recharge for the Chalvey Depot (internal payment from Environmental services) and £38k saving from the ending of joint arrangements.

Transport Services

The projected £223k overspend is due to loss of income from the ground level car parks and backdate business rates – business options paper to be prepared by the Parking Enforcement Manager.

HOUSING REVENUE ACCOUNT

| HRA | Revised Budget £'000 | Outturn £'000 | Variance £'000 | % | Change in month |
|--------------------|-------------------------|------------------|-------------------|-----------|--------------------|
| | | | | | |
| Expenditure | 36,163 | 36,163 | 0 | 0% | 0 |
| Income | (37,080) | (37,080) | 0 | 0% | 0 |
| | | | | | |
| Total | (917) | (917) | 0 | 0% | 0 |

Housing Revenue Account

For period 3, no significant variances are forecast.

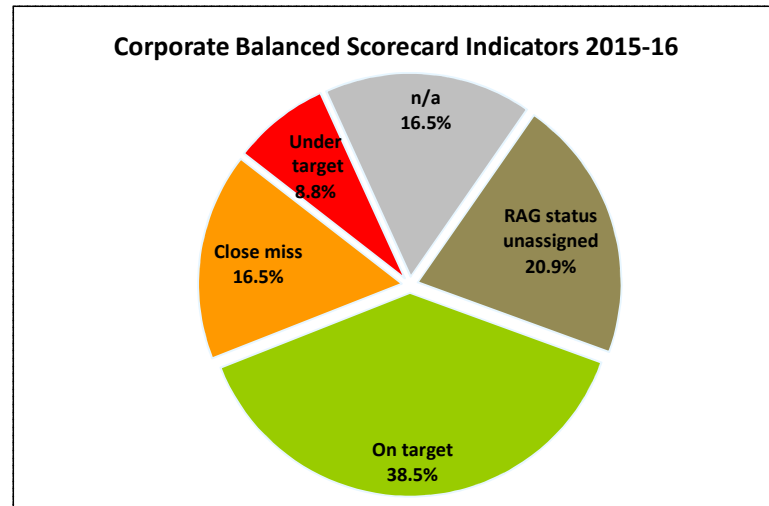
On the capital programme, there are currently no significant variances forecast.

**Appendix D: Slough Borough Council - Corporate Balanced Scorecard
2015-16: to end of quarter 1 - June 2015**

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the 3 themes of "Changing, Retaining and Growing", "Enabling and Preventing" and "Using Resources Wisely" and the following 8 main outcomes:

1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay.
2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough.
3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities.
4. Slough will be one of the safest places in the Thames Valley.
5. More people will take responsibility and manage their own health, care and support needs.
6. Children and young people in Slough will be healthy, resilient and have positive life chances.
7. The council's income and the value of its assets will be maximised.
8. The council will be a leading digital transformation organisation.

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **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.

| Changing, Retaining and Growing | | | | | | | | | |
|--|---|--|--------------|---|---|---|---------------------|------------|---|
| Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 1.1 | Establish a business inward investment and retention function | Business rate debit increase each year | Jul-15 | | 1.50% | April to June 2015 0.10% decrease | n/a | Red | There has been a 0.10% decrease in the net collectable debit in the first quarter of 2015/16. An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. |
| | | Number of new businesses investing in the town | Jul-15 | | 4 | As at June 2015 2 | n/a | Green | Recent arrival of KP Snacks in April 2015 and ZTE in June 2015. |
| 1.2 | Ensure a fit for business transport infrastructure | Improve bus punctuality: Non-frequent bus services running on time | Jul-15 | 90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12] | Increasing | [2013/14] Slough 90.0% SE 85.4% England 83.4% | ↑ | Green | Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14. Local punctuality is above the England value (83.4%) and South East value (85.4%) for 2013/14. |
| | | Deliver SMaRT A355 and A332 scheme | Jul-15 | | 60% completion against budget and programme in 15/16, 100% in 16/17 | | n/a | Green | Designs complete for all schemes and are now out to tender. Tender return due early August. End of Q2 start on site. |
| | | Value of bids submitted by partners against Local Enterprise Partnership allocations approved | Jul-15 | | 20% | | n/a | Green | 8 bids submitted to the Local Enterprise Partnership (LEP), notice of approval due in Q4. |
| 1.3 | Enable partners to support residents to develop skills to meet local employers' needs | Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA) | Jul-15 | Mar 2015 1,605 people Slough 1.7; SE 1.2; GB 2.0. Mar 2014 2,620 people Slough 2.8; SE 1.8; GB 2.9. Mar 2013 3,845 people Slough 3.7; SE 2.5; GB 3.8. | maintain at low level compared to national value | As at Q1 Jun-15: 1,305 people Slough 1.4 SE: 1.0 GB: 1.7 | ↑ | Green | JSA claimant rate in June decreased marginally to 1.4, comprising of 1,305 people. This is 300 less claimants than the previous quarter and 780 fewer than the same month in 2014. Slough's rate is lower (better) than the GB average of 1.7 but higher than the South East average of 1.0. 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. The council also commissions a range of providers to deliver employment outcomes as well as delivering accredited programmes with an effective working arrangements with Job Centre Plus who referral clients. City Deal (Elevate Slough) is now delivering work with 16 to 24 NEETS. |
| 1.4 | Develop planning policies which will deliver more high value business properties to meet modern needs | New business planning applications applied for each year | | | Increase | | | | |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|------------|--|--------------|----------|----------|--------|---------------------|------------|----------|
| | | Amount of commercial floor space applied for each year | | | Increase | | | | |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|---|---|--|--------------|--|--|--|---------------------|------------|--|
| 1.5 | Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow | Progress against project plan milestones for station developments (Burnham, Langley, Slough) | Jul-15 | | Completions Burnham 16/17, Langley 17/18 Slough 18/19 | | ↑ | Green | Preliminary design underway, experimental order due in mid-August to trial concept. Member support agreed. Q2 for experiment. |
| 1.6 | Develop a more mutually beneficial relationship with Heathrow Airport | No net loss of business rates as a result of Heathrow displacement | Jul-15 | | | | ↔ | Amber | Airport Commission support Heathrow now waiting on Government. Waiting on HAL with regard to major commitments including support for a new International Conference Centre. Q3 for outcome from Government. |
| 1.7 | Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained | Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard. | Jul-15 | | 100% | | n/a | n/a | This is a new indicator. Data is being collated and will be reported on later in the year. |
| Outcome 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 2.1 | Higher quality private sector housing will be a valued housing option and will reduce long term health problems | Number of private rented bed spaces regulated, licenced or otherwise made safe for occupation. | Jul-15 | | 250 bed spaces per year | Q1 2015/16 47 bed spaces regulated 0 HMO bed spaces licensed | n/a | Amber | At present the team are undergoing a number of changes both in terms of staffing and management. A recruitment drive is underway to stabilise the team and ensure in future the team is able to respond to all regulatory issues associated with in this sector. |
| 2.2 | Make best use of existing local authority housing stock to meet housing need | Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances. | Jul-15 | | 50 bedrooms | Q1 2015/16 9 | n/a | Amber | The Tenant's Incentive Scheme (money to move) has been changed from July to remove age and size of property criteria, and increasing grant given. This should result in greater take-up. |
| | All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need | Number of tenant verification visits completed | Jul-15 | 508 (2014-15) 719 (2013-14) 449 (2012-13) | 2,000 stretch target if invest to save bid is supported | Q1 2015-16 217 | ↑ | Red | At the end of Q1 217 tenant verification visits were completed. |
| | All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need | Number of SBC homes reclaimed through fraud investigations. | Jul-15 | 13 [2014/15] | 15 | Q1 2015-16 5 | ↑ | Green | Slough is one of the few Local Authorities to take a robust and proactive approach to Housing Fraud. Other Authorities in the area seem to take an approach of 'wilful blindness' to the subject. The bottom line is that every property recovered saves the Council £20,000 pa, every year. |
| | Make best use of existing local authority housing stock to meet housing need | Average turnaround times on Local Authority void properties | Jul-15 | 31.94 days [2014/15] | 28 days | Q1 2015/16 36.92 | ↓ | Amber | Much busier period as number of vacancies increased from last year quarter. Also we have a staff member on long term sickness which a temp is covering the absence. |
| | Social housing will be improved through comprehensive regeneration schemes improving the quality of life and enjoyment for tenants | Number of homes 'signed off' following comprehensive estate improvement schemes. | | | new indicator with full effect from 16-17 | | | | |
| 2.3 | Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need | Number of affordable homes delivered (PSA 20) | Jul-15 | 96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12] | An average of 100 affordable houses will be provided each year through the planning system | Q1 2015/16 69 | ↑ | Green | Number of new build dwellings is very much out of the control of the Housing Development Team, however this quarter has seen an excellent programme of delivery, due to earlier slippage by developers. |
| | | Number of properties locally that are sold under "right to buy" | | | not a target but a monitor to compare to rate of new supply | | | | |
| 2.4 | Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan | Increase in the number of dwellings in the borough | | | 550 pa | | | | |
| 2.5 | Prevent homelessness where possible through early intervention and using a range of housing options | Numbers approaching for housing advice and the number successful prevented from being homeless (assisted to stay at home or alternative accommodation) | | Approaching 1493 [2014/15] 1389 [2013/14] 923 [2012/13] Prevented 179 (80%) [2014/15] 319 (90%) [2013/14] 207 (95%) [2012/13] | High number prevented | | | | |
| | | Statutory homelessness - homelessness acceptances Rate per 1,000 households | | 4.15 [2014/15] 1.45 [2013-14] 2.52 [2012-13] 1.54 [2011-12] | Decreasing | | | | |
| | | Statutory homelessness - households in temporary accommodation Rate per 1,000 households | | 3.07 [2014/15] 1.62 [2013-14] 2.20 [2012-13] 1.92 [2011-12] | Decreasing | | | | |
| Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 3.1 | Define and establish the Centre of the Town as a destination | Increase footfall | Jul-15 | | 2% pa | | n/a | Amber | There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on. |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|--|---|--------------|---|------------------------------------|--------|---------------------|------------|--|
| 3.2 | Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space | Number of planning applicants submitted | | | 2 pa | | | | |
| 3.3 | Understand through consultation and intelligence, the current and future needs and expectations of the High Street | Number of consultation events with community and stakeholders | Jul-15 | | 1-5 pa | 1 | n/a | Green | A retail survey has been carried out jointly with RBWM, results are anticipated shortly but the draft confirms residents within Slough Town Centre's catchment area are shopping elsewhere. A note or presentation to Members was suggested to inform them of national retail and town centre trends being seen in Slough. Events/consultations need to be related to publicity/ decision making from other work streams. As such 5 consultation events per annum may be over-consulting and not viable to resource (this equates to one every 10 weeks). |
| 3.4 | Cultivate a vibrant town centre | Improved perception of people arriving in the town | Jul-15 | There is no current baseline. | 85% of people satisfied or better | | n/a | Amber | There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on. |
| 3.5 | Expand the evening economy | Number of investor and developer enquiries from retail, hotel and leisure sectors | Jul-15 | | 10 pa | | n/a | Green | An operator is lined up (Cycas Hospitality) backed by Marriot who will operate two form of hotel from the Old Slough Library site once it is re-developed. The first being a Moxy brand hotel (like Citizen M) which has large high specification lobbies and small high specification rooms with a Residents Inn hotel above. The Residents Inn model is larger longer say rooms with kitchenettes which are aimed at people who stay regularly in Slough (i.e. long distance commuters) and aim at regular guests being more like residents (fairly new offering to the UK), Recently approved the development of a 130 bed Premier Inn in the former Key West site on Windsor Road which should start construction this summer. Working with a developer on proposals for the Heart of Slough site which should see circa 2,000 new residents and hundreds of new employees living and working in close proximity to the town centre boosting it's night economy. The Heart of Slough proposals envisage including new leisure, hotel and retail operators which will complement the town's current provision. Recommended the approval of over 600 homes above the Queensmere shopping centre which will again boost demand and the commercial security of town centres night economy. |
| 3.6 | Deliver a One Public Estate Strategy | Joint Venture set up between identified/chosen partner(s) | Jul-15 | | To be set | | n/a | Amber | Meetings being held in the Autumn with partners (NHS and BFRS). |
| 3.7 | Ensure the Curve continues to be operationally successful | Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity | Jul-15 | A base line position is being established | Full cost recovery open until 11pm | | n/a | Amber | Arrangements for the transfer of library and adult learning services to the Curve are progressing well, core library opening times have been agreed, and facilities are in the process of recruiting a facilities officer to be based at the Curve. A Curve Programme Officer has been appointed. A draft centre programme has been developed. An Arts Grant is being applied and officers are involved with the Slough wide Arts Council Creative People & Places arts project. A position statement is being written that identifies the baseline position of occupation, budgets, staffing, opening hours etc. A business plan will then be created in order to identify the challenges and opportunities that the Curve brings to Slough. The Assistant Director of Assets, Infrastructure & Regeneration with support from the events officer are planning the "opening" events. |
| 3.8 | 'Slough the place of innovation' | Smart City projects started | Jul-15 | | 1 pa | | n/a | Green | Workshop held in June 2015 to understand Smart City agenda and directorates that make a contribution. Part 2 workshop to be organised for Autumn 2015 to identify projects and development of a strategy and partnerships. |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|--|--|---|--------------|---|--|--|---------------------|------------|---|
| Enabling and Preventing | | | | | | | | | |
| Outcome 4: Slough will be one of the safest places in the Thames Valley | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 4.1 | Build on success in making Slough safer | Crime rates per 1,000 population: All crime (cumulative from April) (iquanta) | Jul-15 | 74.60 [2014/15] 81.90 [2013/14] 88.10 [2012/13] 100.70 [2011/12] | Monitor (Reducing) | [rolling year to June 2015] Slough 82.70 MSG 87.20 England 78.00 | ↓ | Amber | The rolling year to date crime rate as at June 2015 has increased from the previous quarter from 74.60 to 82.70 and is above the England average of 78.00. However the Slough rate remains below the rate of Most Similar Group (MSG) of 87.20 including Oxford at 95.10 and Reading at 84.50. Police and partner tasking aware and operations are in place. Target to be agreed by Safer Slough Partnership |
| | | Crime rates per 1,000 population: Violence against the person (cumulative from April) (iquanta) | Jul-15 | 18.30 [2014/15] 18.50 [2013/14] 19.53 [2012/13] 21.15 [2011/12] | Monitor (Reducing) | [rolling year to June 2015] Slough 20.99 MSG 26.66 England 18.99 | ↓ | Amber | The rolling year to date violence against the person crime rate as at June 2015 has increased from the previous quarter from 18.30 to 20.99 and is also above the England average of 18.99. However the Slough rate remains below the rate of Most Similar Group (MSG) of 26.66 and is in line with Reading at 20.99. Police and partner tasking aware and operations are in place. Target to be agreed by Safer Slough Partnership |
| | | Domestic abuse incidents recorded by the Police Rate per 1,000 population / % repeat cases (TVP) | Jul-15 | 6.14 [2014/15] 8.94 [2013/14] 8.64 [2012/13] | Monitor (Reducing) / low % is good | [rolling year to June 2015] Slough 7.01 | ↓ | Amber | The rolling year to date domestic abuse incidents recorded by the Police rate as at June 2015 has increased from the previous quarter from 6.14 to 7.01. This may be due to an increase in reporting. The comparator rates for England and MSG are yet to be released. Target to be agreed by Safer Slough Partner and the mechanism to record and report on repeat cases. |
| | | First time entrants to the Youth Justice System (rate per 100,000 0-17 year olds) (YOT) | Jul-15 | 386 [2014] 513 [2013] 647 [2012] 741 [2011] | Reducing | [2014] Slough 386 | ↑ | Green | We exceeded expectations this year, showing a steady improvement over the last 2 years. We have a strong Prevention Team who works with identified young people referred to the YOT. The Prevention Team also undertake outreach work in our local schools to ensure that we continue to reduce the numbers of FTE into the system. Data released annually in January (one year in arrears) by the Youth Justice Board. |
| | | Number of troubled families in cohort where the offending rate by all minors in the family has reduced by at least 33% in the last 6 months. (TF) | Jul-15 | Phase 1 2014/15 70% | 70% (150 of the 213 families targeted for Year 1 - set by DCLG) | | n/a | n/a | Phase 2 2015/16 cohort is yet to be established due to finalisation and a targeted approach. 70% baseline represents the Phase 1 returns and PBR (Payments by Results). Please note that this 'target' for our programme is interchangeable with Continuous Employment result. |
| | | Number of sessions delivered on child sexual exploitation, domestic violence, forced marriages, FGM and other safeguarding issues/ % increase in awareness (L&D SBC and partners) | Jul-15 | | Number/ high % is good | Q1 2015/16 13 courses on safeguarding delivered 199 people attended training courses | n/a | Green | Safeguarding training is designed to meet the needs of Slough Local Safeguarding Board and the Slough Borough Council Safeguarding Adults Partnership Board in order to make Slough a safer place for children and adults. Training is targeted to meet the needs of different staff at different levels. Training has included Safeguarding Adults level 1, Basic Safeguarding Children, MARAC and DASH, Targeted Safeguarding Children level 2, Case conference and group training, ASC Risk tool and Refresher (e –learning), and safeguarding vulnerable adults awareness (e –learning). A strategy and toolkit has been developed for CSE which is under discussion at the moment. |
| | | Killed and seriously injured (KSI) casualties on roads Rate per 100,000 residents (TVP/Safer Road Berkshire Group) | Jul-15 | 32.90 [2011-13] 30.70 [2010-12] 29.75 [2009-11] | reducing | [2012-14] Slough 33.1; SE 47.9; England 39.2 | ↓ | Green | Data is collated and reported annually by the Department for Transport. The casualty rate in Slough increased by 2.2 between 2010/12 and 2011/13, with a further 0.2 increase in 2012/14. However the rate in Slough (33.1) is below the England value (39.2) and South East value (47.9). |
| 4.2 | Build on success in tackling anti-social behaviour | ASB incidents recorded by Police and Neighbourhood Services / case resolution % (cumulative from April) (TVP & SBC - NS) | Jul-15 | | Monitor/ low % is good | | n/a | n/a | This is a new indicator. We are reviewing the process to collect this data across the 3 partner data systems, establish benchmarking and a consistent approach to recording and reporting. |
| | | Number of troubled families in the cohort where there has been a 60% reduction in anti-social behaviour across the family in the last 6 months. TF | Jul-15 | Phase 1 2014/15 70% | 70% (150 of the 213 families targeted for Year 1 - set by DCLG) | | n/a | n/a | Our target range is contingent on improving and sustaining the family as a whole. On finalisation of the cohort, and engaging of partners and services we aim to have a positive direction of travel for each quarter. |
| 4.3 | Deliver the council's community cohesion strategy | Number of WRAP training sessions delivered/ % increase in awareness (cumulative from April) (L&D SBC) | Jul-15 | | All SBC front line staff trained (c. 920 in total) | April to June 2015 340 | n/a | Green | Programme of at least 2 training sessions running per month between September 2015 and March 2016. Progress dependent on availability of home office approved facilitators and continued promotion amongst staff and managers to ensure high attendance. Prevent Coordinator in post to assist from September 2015. |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|---|---|---|--------------|---|---|---|---------------------|------------|--|
| Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 5.1 | Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible | Number of Early Help Assessments completed per 10,000 children | Jul-15 | | Increasing | Under development | n/a | n/a | Early Help Assessments are being conducted and recorded although the reporting of such is still in development. This dataset is therefore pending. |
| | | Number of social care referrals received per 10,000 children | Jul-15 | 571.4 [year to Mar-15] 641.3 [year to Mar-14] 452.1 [year to Mar-13] | Decreasing | [year to June 2015] Slough 582.2 | ↓ | | Slough experiences a high rate of referrals to social care, which would reduce with more effective Early Help offers to assist families and as a more effective understanding of referral thresholds by partners is obtained. [For comparison, the last published English average was 521.] |
| | | Number of children subject to Child Protection (CP) Plan per 10,000 | Jul-15 | 58.9 (235 children) [March 2015] 65.6 [March 2014] 38.4 [March 2013] | Decreasing | [June 2015] 49.2 (196 children) | ↑ | | Although no specific 'target' for the number of children with a Child Protection Plan has been set, a low and reducing volume alongside an assured quality of safeguarding awareness and intervention would be deemed a 'success', since this would mean fewer children at serious risk. [For comparison, the last published English average was 42.] |
| | | Number of LAC per 10,000 children | Jul-15 | 49.2 (196 children) [March 2015] 48.4 [March 2014] 48.3 [March 2013] | Decreasing | To follow once information is available | | | Slough has a fairly stable LAC rate for the number of local children, which has remained around 48 / 49 for several years. [For comparison, the English average is generally around 60 per 10,000.] |
| 5.2 | Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change | An improved Ofsted inspection rating of good or outstanding. | Jul-15 | Inspected in Nov-13: Overall judgement was rated 'Inadequate' as was the effectiveness of the LSCB | Top quartile of published performance distribution levels of those measures used by Ofsted & DfE to identify 'good practice'. | | | | As of 21st July 2015, Ofsted have published the results of 60 inspections of this type: 25% have been rated 'Inadequate', 50% as 'Requiring improvement' and 25% as 'Good'. No council has been rated 'Outstanding'. There is no guaranteed system for validating progress between inspections, although many elements of our performance are showing improvement. |
| 5.3 | Ensure vulnerable children and young people are safe and feel safe | Hospital admission caused by unintentional and deliberate injury in children (aged 0-14 years) and in young people (aged 15-24 years) | Jul-15 | <u>0-14 yrs</u> 110.41 [2013/14] 101.43 [2012/13] 118.46 [2011/12] 117.21 [2010/11] <u>15-24 yrs</u> 146.04 [2013/14] 132.63 [2012/13] 149.49 [2011/12] 153.89 [2010/11] | Reducing | [2013-14]: <u>0-14 yrs</u> Slough 110.41 SE 107.93 England 112.16 <u>15-24 yrs</u> Slough 146.04 SE 137.62 England 136.74 | ↔ | Green | Not statistically different to England for either age range. Business plan being developed for the Better Care Fund to prevent admissions for falls and other accidents in the 0-4 age range. |
| 5.4 | Ensure children and young people are emotionally and physically healthy | Prevalence of childhood 'healthy weight' at start of primary school (Reception) as measured by the NCMP | Jul-15 | 77.5% [2013/14] 76.1% [2012/13] 74.9% [2011/12] 76.4% [2010/11] | Closer to the national rate | [2013-14] Slough: 77.5% SE 78.8% England: 76.5% | ↑ | Amber | Despite the rise in healthy weight rates of obesity remain statistically higher than England (11.5% cf to 9.6%). Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign launched through early years teams. |
| | | Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP | Jul-15 | 60.8% [2013/14] 63.4% [2012/13] 61.6% [2011/12] 59.2% [2010/11] | Closer to the national rate | [2013-14] Slough 60.8% SE 68.4% England 65.1% | ↓ | Red | New contract out to tender to deliver a healthy weight programme in schools in the new term. |
| 5.5 | Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential | Percentage of pupils achieving a good level of development across the Early Years Foundation Stage. | Jul-15 | 58.1% [2013/14] 50.1% [2012/13] | increasing | [2013/14] Slough: 58.1% SE 64% England 60.0% | ↑ | Green | Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 8% from 50.1% in 2012/13 to 58.1% 2013/14. However, other authorities have also improved such that Slough's performance in 2013/14 is 1.9% below the England average of 60%. Slough is ranked 92nd nationally out of 152 local authorities placing them in the 3rd quartile. |
| | | Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 | Jul-15 | 78% [2013/14] 74% [2012/13] 73% [2011/12] | increasing | [2013/14] Slough 78% SE 79% England 79% | ↑ | Green | Achievement in the 2013-14 academic year shows a 4% improvement on the previous year of 74%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Slough is ranked 88th nationally out of 152 local authorities placing them in the 3rd quartile. |
| | | Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 by region of pupil residence | Jul-15 | 78% [2013/14] 75% [2012/13] | increasing | [2013-14] Slough 78% SE 79% England 79% | ↑ | Green | Achievement in the 2013-14 academic year shows a 3% improvement on the previous year of 75%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Key Stage 2 results by region of pupil residence is in line with Slough School results of 78%. |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|---|---|--------------|--|------------|--|---------------------|------------|--|
| | | % of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) | Jul-15 | New methodology applied from 2013/14 | increasing | [2013-14] Slough 69.2% SE 58.9% England 53.4% | n/a | Green | There have been significant changes to the methodology in calculating this indicator. In the past, key stage 4 performance measures have been calculated using the best result that a pupil achieved in a subject, regardless of the number of times they may have been entered for it. From 2013/14 the DfE announced that only the first result a pupil achieved would count in performance measures therefore results are not comparable with previous year's results. Achievement for 2013/14 academic year shows that performance in Slough Schools at 69.2% is well above the England average of 53.4%. Slough is ranked 6th best performing nationally out of 152 local authorities. |
| | | % of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) by region of pupil residence | Jul-15 | New methodology applied from 2013/14 | increasing | [2013-14] Slough 59.2% SE 58.9% England 53.4% | n/a | Green | The GCSE achievement by region of pupil residence of 59.2% is lower than the achievement levels in Slough Schools of 69.2%. However the achievement is well above the England average (53.4%) and South East average (58.9%). |
| | | 16 to 18 year olds who are not in education, training or employment (NEET) | Jul-15 | 2014 NEET 4.0% Not Known 9.3% 2013 NEET 6.1% 2012 NEET 4.9% 2011 NEET 5.2% | Below 5% | as at June 2015 <u>NEET</u> Slough 4.6% SN 4.7% SE 4.5% England 4.9% <u>Not Known</u> Slough 1.7% SN 5.0% SE 8.8% England 7.3% | ↑ | Green | Throughout 2015 the NEET rate has remained below the service target of 5%, whilst we have reduced the 'Not Known' rate from 4.2% (June 2014) to 1.7% (June 2015). Both rates remain below the England average of 4.9% (NEET) and 7.3% (Not Known). Our NEET prevention work with schools has had an impact by ensuring young people make a positive transition post year 11. This means that the number of NEETs within the younger age group has been kept low. This work continues to go from strength to strength and over the last academic year all our schools have engaged with the RONI project identifying young people who may not make a successful transition post year 11. This allows for early intervention with those at highest risk of not doing so. The end of year outturn i.e. 2014 is an average rate of Nov -14, Dec-14 and Jan-15. We have done a lot of work on reducing the number of young people whose destination post year 11 is not known. This is now at the lowest it has ever been, and we are now performing in the top quintile. Our Keeping in Touch Advisers are key to this work, and through their tracking activities we have exceeded our service target of 5%, ensuring the LA is carrying out one of its key statutory duties to the DfE. For the forthcoming academic year we need to ensure that we reduce our unknowns in a much quicker time frame, and achieve a target of 5% by December 2015. |
| | | Number of Slough resident children home educated as a rate per 10,000 children | Jul-15 | | To be set | As at June 2015 8.52 per 10,000 [21 children] | n/a | n/a | As at June 2015, 21 Slough resident children are recorded as home educated [rate of 8.52 per 10,000]. |
| 5.6 | Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood | | | | | | | | |
| 5.7 | Secure sufficient school places to meet the needs of Slough residents | Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (primary phase) | Jul-15 | | To be set | Sept 2015 allocation: 97% offered one of their preferred schools | n/a | n/a | As at September 2015 allocation, 97% of Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the school is within or out of the borough. The remaining 3% were offered a place at the nearest school with a vacancy. |
| | | Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (secondary phase) | Jul-15 | | To be set | Sept 2015 allocation: 96% offered one of their preferred schools | n/a | n/a | As at September 2015 allocation, 96% of children Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the schools is within or out of the borough. The remaining 4% were offered a place at the nearest school with a vacancy. |
| | | Percentage of pupils on roll at a Slough school who also live within the borough | Jul-15 | | To be set | as at Jan-15 School Census 88.9% | n/a | n/a | 88.9% of children registered as attending a Slough school live within the borough. [source: DfE School Census Jan-15] |
| | | Percentage of Slough resident children who attend a school outside the borough | Jul-15 | | To be set | as at Jan-15 School Census 12.6% | n/a | n/a | 12.6% of statutory age children in Slough are registered as attending a school out of the borough of which 36.9% are primary aged and 63.1% are secondary aged children. [source: DfE School Census Jan-15 and NOMIS Census 2011.] |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|--|---|---|--------------|--|---|---|---------------------|------------|--|
| Outcome 6: More people will take responsibility and manage their own health, care and support needs | | | | | | | | | |
| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
| 6.1 | Encourage all residents to manage and improve their health | Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successful quit smoking. | Jul-15 | Actual no's 4WK quitters 975 [Q4 2014/5] 618 [Q3 2014/5] 384 [Q2 2014/5] 204 [Q1 2014/5] | Meet target of 960 | Q1-3 2014/15 <u>Rate per 10,000</u> Slough 1194 SE 576 England 717 <u>% successful quit smoking</u> Slough 66% England 53% | ↑ | Green | In addition to the focus on those with mental health problems and smoking in diabetes a new priority is mothers smoking in pregnancy as our rates of low birth weight are higher than average . (Smoking is one of many risk factors). The Metime Club has been re-launched and provides a healthy outcome voucher of £5 (redeemable against fruits & vegetables) for everyone who remains quit at 4th, 8th and 12th week of being Smokefree. |
| | | Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check | Jul-15 | 2013/14 Slough 21.9% SE 17.1% England 18.4% | Offered to 20% of the eligible population each year | 2014/15 Slough 12.9% SE 18.1% England 19.6% | ↓ | Red | During 2014-15 GPs in Slough were focussed to deliver through the CCG for a prediabetes screening programme as well as for health checks. As a result the offer was less than in the previous year. This will change in 2015-16 as the prediabetes screening has ceased. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. |
| | | Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check | Jul-15 | 2013/14 Slough 49.1% SE 38.3% England 49.0% | Above the national rate | 2014/15 Slough 9.9% SE 8.6% England 9.6% | ↔ | Amber | Despite the low offer above the percentage who did receive the checks was in line with the national average. |
| | | Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check | Jul-15 | 2013/14 Slough 10.8% SE 6.6% England 9.0% | Meet the national target of: 66% [2015/16] 50% [2014/15] 25% [2013/14] | 2014/15 Slough 79.5% SE 47.7% England 49.8% | ↑ | Green | High is good and demonstrates best practice and best value for money is being obtained with the service delivery model of GP delivery and outreach through the Healthy Hearts programme as a high percentage uptake is being achieved despite the low overall offer. |
| | | Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population. | Jul-15 | 106.32 [2011-13] 101.62 [2010-12] 111.93 [2009-11] 118.51 [2008-10] | Closer to the national rate | 2011/13 Slough 106.32 SE 66.35 England 78.21 | ↓ | Red | This rate published in the 2015 Health Profile reflects 81 early deaths from heart disease and stroke 66% in males. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. The original indicator (under 75 mortality rate from cardiovascular diseases considered preventable) is no longer published. |
| 6.2 | Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often | The number of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity at least once a week. | Jul-15 | 31.2% [2013/14] 30.0% [2012/13] 26.4% [2011/12] 34.9% [2010/11] | Increasing | 2013/14 Slough 31.2% [base 500] SE 37.2% England 35.8% | ↑ | Green | The Active People Survey is collated and reported annually by Sports England with a base of 500 residents contacted locally. There was a 3.6% increase between 2011/12 and 2012/13 and a further 1.2% increase in 2013/14. However local participation rates are below the England value (35.8%) and South East value (37.2%) for 2013/14. |
| 6.3 | Develop preventative approaches to ensure that vulnerable people become more able to support themselves | People still at home 3 months after discharge from hospital with reablement (%) ASCOF 2B(1) | Jul-15 | 2014/15 100% [70] 2013/14 100% [55] | 95% or above whilst expanding the number of older people receiving the service | 2014/15 Q4 100% [49] | ↑ | Green | This indicator is ASCOF 2B(1). Annual outturns relate to older people discharged from hospital to the reablement service during the months of October, November and December. The in-year reporting relates to older people discharged to reablement service during the quarter specified. Their individual outcomes can only be determined 3 months after the quarter in question. NB. This indicator is effected seasonally so care should be taken in interpreting current performance. |
| 6.4 | Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs | Numbers of people supported by voluntary and community sector | Jul-15 | | 10,400 per annum | Q1 2015-16 2,814 | n/a | Green | The majority (85%) of contacts are with the Information, Advice and Advocacy Services. |
| | | Social Isolation: percentage of adult social care users who have as much social contact as they would like | Jul-15 | 37.5% [2013/14] - [2012/13] 34.9% [2011/12] 35.4% [2010/11] | Closer to the national rate | 2013/14 Slough 37.5% [base 340] SE 45.3% England 44.5% | ↑ | Red | The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2013/14 340 residents completed and returned the survey. There was a 2.6% increase between 2011/12 and 2013/14. However the social isolation rate reported locally for 2013/14 was below the England value (44.5%) and South East value (45.3%). The survey was not reported in 2012/13. |
| 6.5 | Put in place new models of social care for adults where direct payments will be the norm | Number of adults managing their care and support via a direct payment | Jul-15 | as at March 2015 [194 adults] | Increasing | as at June 2015 [191 adults] | ↔ | Red | Direct Payments are a robust vehicle for driving person-centred planning and care arrangement. All Local Authorities are encouraged to promote the use of Direct Payments. Over the past year, the number of people in receipt of Direct Payments has risen by just 4 (187 in Jun-14). It is believed that there are many more service users who could be persuaded to take up direct payments for some or all of their care needs. |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|---|---|--------------|----------|-----------|---|---------------------|------------|---|
| 6.6 | Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks | Percentage of stated outcomes achieved as part of safeguarding | Jul-15 | | 60% | Q1 2015/16 100% (3 cases concluded) | n/a | Green | This is a new performance indicator that has been introduced in line with safeguarding guidance within the Care Act. The indicator measures whether the outcomes expressed by abused person or their advocate have been met or partially met. |
| | | Proportion of people who use services who say that those services have made them feel safe and secure | Jul-15 | | 80% - 90% | (2013/14 final data from ASCOF) 82% | ↑ | Green | The Adults Social Care Outcomes Framework (ASCOF) is an annual survey of people who use services. The date used is drawn from this survey. |

Using Resources Wisely

Outcome 7: The council's income and the value of its assets will be maximised

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|---|---|--------------|--|-------------------------|------------------------------|---------------------|------------|---|
| 7.1 | Increase the collection rates of Council Tax and Business Rates | Council Tax in year collection rate (%) | Jul-15 | 96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13] | 96.60% | April to June 2015 30.61% | ↑ | Green | The current collection rate is cumulative and will grow as the year goes by. The collection rate as at June 2015 is 0.57% above the rate for the same period from the previous year, and is on track for 2015-16 at just under 0.2% below the expected profile. |
| | | Business Rates in year collection rate (%) | Jul-15 | 96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13] | 96.70% | April to June 2015 30.04% | ↑ | Green | The current collection rate is cumulative and will grow as the year goes by. The collection rate as at June 2015 is 0.1% above the rate for the same period from the previous year and is 1% above the expected profile to achieve the target in 2015-16. |
| 7.2 | Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable | Treasury Management return (%) | Jul-15 | 1.94% [2014/15] | 1% | Q1 2015/16 2.13% | ↑ | Green | Our average returns for Q1 were 2.13% as at 30/06/2015. |
| 7.3 | Remove subsidies where appropriate and maximise revenue from fees and charges | Fees & charges rise at least in line with inflation | | | CPI+ | n/a | | n/a | To be updated annually in February. |
| 7.4 | Maximise income from investment properties | Commercial Rent arrears reduction (%) | | | 20% reduction | | | | |
| 7.5 | Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options | Capital disposals of over £16m over life of MTFS | | | £16m | | | | |
| 7.6 | Rationalise the operational property estate, through disposals and shared use | Reduction in corporate building space (%) | | | 30% reduction | | | | |
| 7.7 | Maximise savings from procurement, commissioning and contract management | Targeted reduction in new procurements of 30% | | | 30% reduction | | | | |
| 7.8 | Ensure a revolutionised approach to household waste collection is in place | The percentage of household waste sent for reuse, recycling or composting | Jul-15 | 29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12] | Increase to 45% by 2018 | 29.1% [year to March 2015] | ↔ | Amber | April to March 2015 results of 29.1% shows a small reduction on 2013-14 levels (29.4%). Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. 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 | Jul-15 | 6.2% 2014/15 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12] | Reduce to 0.5% by 2020 | 6.2% [year to March 2015] | ↓ | Green | April to March 2015 results show an outturn of 6.2% shows a small reduction on 2013/14 levels of 5.9%. In total, 56,774 tonnes of municipal waste was disposed of by landfill during April to March 2015. Increased landfill rate in Q2 (7.5%) and Q3 (13.3%) for 2014/15 due to offline and capacity issues which were met as projected. Shutdown was staggered across two quarters opposed to one however Q4 performance (4.1%) has seen a return to a typical figure. Report going to Cabinet on Monday 13th July for the procurement of the Waste Treatment Contract. |

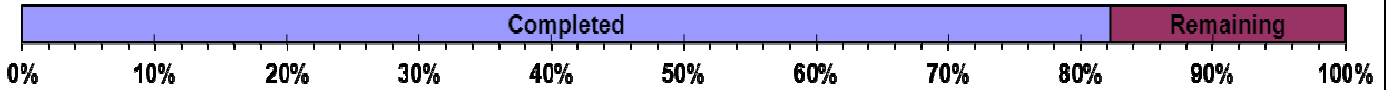
Outcome 8: The council will be a leading digital transformation organisation

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|--|--|--------------|--------------|------------|--|---------------------|------------|---|
| 8.1 | Use technology to redefine the way customers contact the council | Transactions completed online | | | 80 | | | | |
| | | Proportion of council tax payments by direct debit | Jul-15 | 51.9% Mar-15 | Increasing | As at Jun-15 54.2% (53.3% Apr-15; 53.9% May-15) | ↑ | Green | As at June 2015 54.2% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March, 53.3% in April and 53.9% in May 2015. This is also a 3.4% increase in comparison with June 2014 (50.8%). |

| Ref | Key Action | Outcome Measure | Date Updated | Baseline | Target | Actual | Direction of Travel | RAG Rating | Comments |
|-----|--|--|--------------|-----------------------|-------------------------------|---|---------------------|------------|--|
| | | Proportion of business rate payments by direct debit | Jul-15 | | Increasing | As at Jun-15 73.5% (69.9% Apr-15; 71.6% May-15) | ↑ | Green | As at June 2015 73.5% of business rate payments received were made by either direct debit or BACS payment. This is a steady increase from 69.9% in April and 71.6% in May 2015. |
| | | Proportion of rent payments by direct debit | Jul-15 | | Increasing | As at Jun-15 33.5% | n/a | n/a | As at June 2015 33.5% of rent payments received were made by direct debit. |
| 8.2 | Streamline customer journeys to deliver savings | Reduction in number of face to face transactions at Landmark Place | Jul-15 | 60,758 visits 2014/15 | 2015/16 10% reduction | Q1 2015/16 5.7% reduction 13,934 visits (Apr-15 4,427; May-15 4,167; Jun-15 5,340) | ↑ | Amber | For Q1 of 2015/16 there was 13,934 face to face transactions at Landmark Place. This is a 5.7% reduction from quarter 1 of 2014/15 of 14,780 visits. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. |
| | | Transactional service costs will reduce through use of channel shift (%) | Jul-15 | | 33% reduction | | n/a | n/a | Web Manager is reviewing with departments which additional services may be offered online. |
| | | Proportion of residents signed up for self service | Jul-15 | | Increasing | As at Jun-15 0.03% 1,693 residents | n/a | n/a | This is a new service which started from April 2015. As at June 2015, 1,693 residents are signed up for self-service equating to 0.03% of households. |
| 8.3 | Invest in technology to enable staff to work smartly wherever they are located | Introduction of 10:6 desk ratio | Jul-15 | | 60% of services by March 2016 | | n/a | n/a | Flexible working survey issued to all service areas. Returned information being analysed. |

Appendix E: Council's Gold Project updates as at 31st July 2015

| | | | | | |
|---|--------------|--------------|-------------------------------|----------------|-----------------------|
| 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 | GREEN | GREEN | GREEN | GREEN | 31/07/2015 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | AMBER | 30/06/2015 |
| Project start date: | 01/04/2013 | | Anticipated Project end date: | Jan 2016 | |



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 creating financial savings through better use of assets. Install Wi-Fi, create workspace in community hubs and introduce reduced desk ratios with the view to vacate at least one wing at SMP.
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. It has been confirmed that the new Children Service Organisation will take full occupancy of the Ground Floor West. The DFE have confirmed that they will provide funding to fit out the GFW for them, using CF Roberts and provide funding for the council to build facilities such as the showers, first aid room, quiet room etc. in the GFE.
2. The Head of FM has started the planning to deliver the above. Designs have been approved, Procurement and Finance have approved Works to be done by CF Roberts and communication has been circulated to all necessary parties with the revised moves schedule.

The Ground Floor East will partially open at the start of September, this is so the contractors can build the additional facilities while we also fit out the Ground Floor West for the Trust. During this period -

- Access to the Ground Floor East will be via the 1st East Fire Staircase.
- Evacuation will be via the back fire staircase, leading to the external path between SMP and Travis Perkin. In an emergency, the contractors will open the main entrance as well.

Appendix E: Council's Gold Project updates as at 31st July 2015

- The nearest Toilet and Kitchen facilities for staff based on the Ground Floor East will be on the 1st floor east via the fire staircase.

This will be from 1st Sep – 9th Oct (6 weeks). Building Control and Fire Safety have authorised these temporary measures.

3. Flexible Working Data has been received but due the time required to support the CSO, the analysing work has been delayed. This will be reviewed in September after the holiday period.

Key activities / milestones scheduled for next period:

1. Analyse data received for Smart/Flexible Working.
2. Decant Ground Floor West staff to Grd floor east.
3. Circulate Communication to all staff updating them of progress on the Accommodation Strategy.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings

Red /Amber/ Green

- **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 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.

Green

- **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.

Green

- **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. The Health & Safety Manager has checked layout plans and Building Control all has confirmed the plans meet requirements.

Green

- **Delivery timeline** – It is anticipated that this project will continue until December 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

Green

Appendix E: Council's Gold Project updates as at 31st July 2015

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|--|-------|
| <p>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> | |
| <ul style="list-style-type: none"> • Legal Delays – Procurement regulations have been followed as required with allocation of time for legal work. | Green |
| <ul style="list-style-type: none"> • Decant Space/Children Service – Due to the changes following the council's decision to offer the DFE the Ground Floor West SMP for its new Children Services organisation, there may be an implication on the remainder of the project. | Green |
| Recommendations for CMT: | |
| <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. 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. 3. CMT to ensure all their service areas return the flexible/smart working data collection to the Head of Facilities Management. | |

Appendix E: Council's Gold Project updates as at 31st July 2015

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|----------------------------|--------------|--------------|-------------------------------|----------------|---------------------|
| Fit for the Future | | | Project SPONSOR | Ruth Bagley | |
| Wards affected: All | | | Project MANAGER | Taran Panesar | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | GREEN | AMBER | AMBER | 05/08/2015 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 06/07/2015 |
| Project start date: | 08/10/2013 | | Anticipated Project end date: | 31/12/2015 | |

| |
|--|
| 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
2. Leadership Development
3. Developing Skills
4. Recruitment and Retention
5. Employee Engagement
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**
 - Assistant Director, Organisational Development and Human Resources starting 7th September 2015.
 - First draft of the Fit for Future Project Initiation Document (PID) completed.
2. **Leadership and management development**
 - Evaluation design of management development programme cohorts 3 and 4 completed.
 - Planning of lunch time briefings for Heads of Services started.
 - Feedback provided to MDP facilitators on draft outline of refresher session for SLT.
3. **Developing skills**
 - Agreed further workshops to raise awareness of prevent (WRAP training) and roll out e-learning module to key staff.
4. **Recruitment and retention**
 - Current format of the electronic form reviewed.
5. **Employee engagement**
 - SLT continuing to promote nominations for SBC heroes.
 - Draft of staff survey passed to CMT for consideration and sign off.
 - SLT answers in response to staff questions signed off.
6. **Employee Wellbeing**
 - Milestones for plan to implement 'Smoke Free' Council in April 2016 developed.
 - Directorates considering follow on events similar to the sports night held by staff from Adults Social care teams.

Appendix E: Council's Gold Project updates as at 31st July 2015

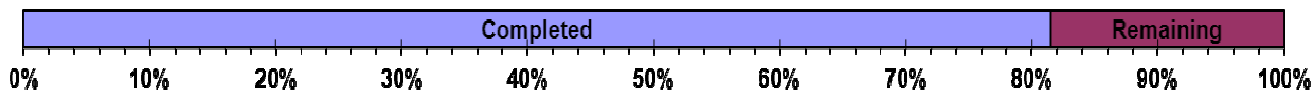
| | | | | | |
|--|--------------|--------------|-------------------------------|----------------------------|---------------------|
| Implementation of an integrated ERP (Enterprise Resource Planning) Solution | | | Project SPONSOR | Roger Parkin | |
| Wards affected: ALL | | | Project MANAGER | Harpal Mattu | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | AMBER | GREEN | AMBER | 29/07/2015 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 03/07/2015 |
| Project start date: | 05/01/2015 | | Anticipated Project end date: | 01/04/2016 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | | | | | |
| <ol style="list-style-type: none"> 1. Replace current un-supported Finance System. 2. Implement a single business system to manage and report upon Finance, Procurement, HR and Payroll Transactions. 3. Introduce operational efficiencies and best practice. 4. Introduce business efficiencies as a result of best practice implementation and a single enterprise wide business solution. | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. System Build would have started following commercial agreements with arvato. 2. Commercial proposal agreed with arvato to commence phase 2 build. Further definition required to support ongoing savings. 3. HR Solution Design to be completed. 4. Communications to continue within SBC and arvato – including an open invite to personnel to get more involved in the project. 5. Trinity Build agreed. 6. Communications activated. 7. Information gathered to support build and will continue throughout August. 8. Children's Services Trust build agreed with arvato and CST. | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| <ol style="list-style-type: none"> 1. Trinity Hosting to be complete. 2. Build to have progressed as per project plan. 3. Communications to continue – including launch party organised by arvato. 4. Testing resources to have been identified. 5. Training to be aligned – using standard resources available from arvato. 6. Tracking against project plan. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| (the main headings from the more detailed Risk Register for this project) | | | | Red / Amber / Green | |
| 1. Communications A communication plan involving SBC will be developed which ensures that relevant staff and stakeholders are aware of the aims and timescales of the project. | | | | | Green |
| 2. Financials Following the initial design of the project, arvato have altered the resource profile required to deliver the solution as per their findings. The current forecast would suggest the implementation expense could be higher than earlier anticipated. | | | | Amber | |
| The project is being delivered on a Time and Materials basis, and it is anticipated that | | | | | |

Appendix E: Council's Gold Project updates as at 31st July 2015

| | | | |
|---|--|-------|--|
| <p>actual effort may not be as considerable as re-forecasted against.</p> <p>We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise.</p> | | | |
| <p>3. Capacity There is sufficient capacity within SBC to meet project milestones and deliver current business as usual activities.</p> <p>Nominated SBC staff have confirmed attendance to upcoming design workshops; therefore there is no impact on capacity in the short term. However, this is to be monitored going forward.</p> | | Amber | |
| <p>4. Project Timelines Ensuring project is delivering the project milestones that have been anticipated. Finance & Procurement go-live date is Autumn 2015 and HR / Payroll is April 2016.</p> <p>As the project enters a significant milestone, it is looking more likely that we will be able to achieve the go live dates that the programme had signed up to. However, we would like to report on the side of caution at this juncture.</p> | | Amber | |
| <p>Recommendations for CMT:</p> | | | |
| <ol style="list-style-type: none"> 1. To support the project communications council wide. 2. To be available to provide support, guidance, and ensuring full rollout of the system across the Council which will be required when introducing a new ICT Solution that will invoke a large footprint of change council wide. 3. To assist in managing strategic stakeholders. | | | |

Appendix E: Council's Gold Project updates as at 31st July 2015

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|---|----------------|--------------|-------------------------------|----------------|---------------------|
| Learning Disabilities Change Programme | | | Project SPONSOR | Alan Sinclair | |
| Wards affected: All | | | Project MANAGER | Simon Broad | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | AMBER | AMBER | 02/08/2015 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | AMBER | 05/07/2015 |
| Project start date: | September 2012 | | Anticipated Project end date: | March 2016 | |



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

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

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:

1. ACCOMODATION:

Fifteen people have already moved into these schemes with a further **thirteen** due to move by September 2015. **Eighteen beds** de registered from residential care for adults with a learning disability, to supported living in Slough from July 2015.

New Supported Living Schemes

Comfort Care Dolphin Road Slough 8 bed property operational end of July 2015.

- Building works completed by 6th of July 2015.
- Assessments being completed ready for service users to move in.
- 1 wheelchair accessible room on ground floor.
- 2 bed annexe in rear garden to provide more independence for tenants.

Choice House 2 - Upton Road Slough 5 bed property operational end of August 2015.

- House purchased and ready to be occupied.
- Assessments to take place by the Provider.
- Nominations agreement not completed.
- 4 Tenants identified and assessed to move into property.

New Build agreed with SBC Housing Department: Amber

- Rochford Hostel Site - 20 1 bed flats in a gated community.
- Pre planning application with SBC in progress.
- Business case for scheme to be completed with Housing.

2. DAY OPPORTUNITIES:

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing day opportunities.

Appendix E: Council's Gold Project updates as at 31st July 2015

3. SBC RESPITE CARE: Respond

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options.

Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly.

Monthly project groups taking shape to take this work forward.

5. SBC Lavender Court: 8 Bed residential care home

An options appraisal is taking place to analyse the demand to create an environment that offers greater choice and control to people accessing a range of respite options.

Staff have been informed that an options appraisal is taking place. Service users and families will also be advised shortly.

Monthly project groups taking shape to take this work forward.

Actual and Projected Savings PAULA BASS TO DO

Savings Targets:

2014/15 - £0.75m

2015/16 - £1m

This means for 14-15 savings of £752K were achieved against a savings target of £750K and for 15-16 the current savings is £566K with various schemes coming on stream later in 15-16.

LD Change Stream 1

| Date | Provider | No | Savings 15-16 |
|-------------------------|-------------------|-----------|----------------------|
| Already achieved | | | -396,205 |
| | Regard | 5 | 8,671 |
| | Mencap Dove house | 3 | -4,338 |
| De registration | Dimensions | 9 | -174,985 |
| Total | | 17 | -566,857 |

Other Savings

| | |
|---|-------------------|
| CFC looking at remaining Clients in high cost residential placement | -37,500 |
| Langley House reduction in Psycholgist Costs | -2,600 |
| New Supported living reduction in costs after setting in period | -56,250 |
| Original Supported living costs reduction in Ability and Radian | -11,250 |
| Voyage Day Care | -7,500 |
| Cleansing of system | -20,000 |
| Transport Review | -7,500 |
| Dom care review of provision | -22,500 |
| CHC | -156,000 |
| Total Savings Achieved | -887,957 |
| Savings to be achieved | -1,000,000 |
| Shortfall | 112,043 |

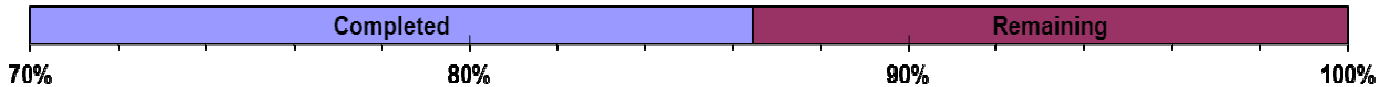
Key issues of risk / obstacles to progress:

Appendix E: Council's Gold Project updates as at 31st July 2015

| (the main headings from the more detailed Risk Register for this project) | Red / Amber / Green |
|--|---------------------|
| 1. Risks for Lavender & Respond <ul style="list-style-type: none"> a. New service models fail to meet the savings target. b. Alternative buildings for new service models might not be in place. c. Providers on supported living framework may not wish to invest in purchasing suitable properties. | Amber |
| 2. 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. | Amber |
| Risk Mitigations: | |
| As stated above: <ul style="list-style-type: none"> • The Head of the CTPLD service will be fully consulted on the new service models. • Service users/ families who are eligible for direct payments are able to purchase support services that enable care at home. This may be an alternative for those families wishing to access replacement care (respite) services. • Officers have established relationships with Housing providers and will endeavour to source properties within the timescales of the project. | |
| Recommendations for CMT | |
| CMT to note the report and the progress that is being made to deliver the savings and improved outcomes for people. | |

Appendix E: Council's Gold Project updates as at 31st July 2015

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|---------------------------------------|-----------|--------|-------------------------------|---------------------|---------------------|
| Safeguarding Improvement Board | | | Project SPONSOR | Krutika Pau | |
| Wards affected: All | | | Project MANAGER | Kitty Ferris | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | RED | AMBER | AMBER | 05/08/2015 |
| Previous month | AMBER | RED | AMBER | AMBER | 10/06/2015 |
| Project start date: | June 2011 | | Anticipated Project end date: | End March 2015/2016 | |



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?)

Children's Services in Slough will be judged good.

The four priority areas identified in the single improvement plan:

1. Recruitment and Retention
2. Quality Assurance
3. Quality of Practice
4. Leadership and Partnership

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

1. Recruitment and Retention

- Ongoing delivery of the Children's Social Care Workforce Strategy 2014-2017 has included:
 - Development of a workforce planning tool to enable targeted recruitment in priority areas. The current focus is on recruiting to frontline social worker posts (fieldwork teams).
 - A second national recruitment campaign run in July 2015 included an open day to allow potential candidates to speak with social workers and managers to find out what it is really like to work in Slough, and included opportunities to speak with the new Chief Executive of the Trust.
 - The 2 national recruitment campaigns run in May and July 2015 (alongside the rolling recruitment programme) has increased the number of permanent social work posts (in fieldwork teams) by 25% since April 2015. All staff who have recently accepted offers of permanent employment will join children's services over the coming weeks. This will bring permanent levels of staffing in fieldwork teams to 65%. Further interviews are planned throughout August and a third campaign is scheduled for September 2015.

2. Quality Assurance

- Series of audits undertaken covering threshold decision making, children subject to child protection plans, domestic violence contacts and case supervision. Risks were found to be being managed, and an action plan has been developed to address specific findings.

3. Quality of Practice

- Revised Practice Standards have been finalised and publicised, with management meetings discussing the application of these to ensure that any issues are resolved immediately.

4. Leadership and Partnership

- The new Children and Young People's Plan (July 2015 – December 2016) was approved and endorsed by the Slough Wellbeing Board and Council.
- In developing the MASH, co-location of CSC Duty Team and TVP has taken place, and the CCG has agreed to a virtual, part-time dedicated resource to review health information when a contact is made. Probation and the YOT have also agreed virtual arrangements. The MASH is scheduled to go live in mid-October 2015.

Appendix E: Council's Gold Project updates as at 31st July 2015

Quarter 1 2015/16 Performance Summary

- The steady improvement in the timeliness of decision making on referrals has continued improving from an average 65.7% in Quarter 4 2014/15 to 79.6% for Quarter 1 2015/16.
- The percentage of single assessments completed in time (45 working days) continues to improve reaching an average of 81.6% for Quarter 4 2014/15 to 83.6% for Quarter 1 2015/16. With statistical neighbours completing one third of assessments in under 10 days, there is a continued focusing on completing assessments at an earlier point.
- We continue to initiate more section 47 (child protection) enquiries than comparators and our rate per 10,000 children for the year (233.5) is almost double the national average. Changes have been made in how these decisions are taken to address this, as a relatively low percentage (average 28.6% in Quarter 1 compared with national average of 46%) goes on to an initial child protection conference.
- Our rate of child protection plans per 10,000 children has continued to fall, reaching 45.2 at the end of Quarter 1, bringing it in line with our statistical neighbours. The number of children subject to a child protection plan at 180 has fallen from a high of 280 in May 2014.
- The number of looked after children has risen slightly to 209 at the end of Quarter 1, but our rate per 10,000 children, at 52.4, has remained below our comparators (61.4).
- Statutory visits for looked after children has continued to improve, averaging 90.7% for Quarter 1, with an average of 75.5% of children seen alone during these visits. It is not always appropriate to see children alone, for example unborn babies and very young children. However, this is dramatic increase from the end of Quarter 4 (59.1%) and is the result of a clarification in recording processes.

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

1. Recruitment and Retention

- Recruitment activities planned for August 2015 include:
 - Preparations for a third national recruitment campaign to be run in September 2015.
 - The introduction of a new 'refer a friend' scheme focused on the recruitment of Consultant Practitioners.
 - Preparations for the ongoing schedule of interview panels, which have been organised every three weeks up until the middle of December to ensure that we are able to meet the demands from the recruitment campaigns, keeping Slough at the forefront of the recruitment process and presenting a professional image with minimal time from application to interview.
 - In order to speed up the process for DBS checks, we are introducing the collation of the required paperwork at interview stage rather than asking successful candidates to return at a later date to complete this process.

2. Quality Assurance

- Ongoing work to embed the Quality Assurance Framework through a programme of follow up audits across the service.

3. Quality of Practice

- Focused work with Practice Managers to embed the revised Practice Standards.
- Work with social workers to improve development of SMART plans.

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

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

Red / Amber / Green

1. Director of Children's Services – DCS returning from long term absence. Phased return in place. Interim remaining in place until phased return completed.

Amber

2. Transition – Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement.

Amber

- Clarity about the offer that would be most supportive to the next stage of improvement.
- CEx and DCS regular dialogue with the Commissioner for Children's Services and DfE.
- Integrate and coordinate the timing of governance and reporting arrangements

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| <p>to reduce time impact.</p> <ul style="list-style-type: none"> • Effective learning from other Council's e.g. Richmond and Kingston. • Transition planning and establishment of Transition board. • Identify additional capacity to support improvement. | | | |
| <p>3. Workforce – Inability to recruit and retain a high quality competent and stable workforce within 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"> • Implementation of Children's Social Care Workforce Strategy 2014-2017. • Implementation of Learning and Development Strategy. • Co-commissioning and/or the development of market management strategies with neighbouring authorities as appropriate. | | Amber | |
| <p>5. Placements – 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 of looked after children and corresponding budget pressures, and desired outcomes for looked after children and care leavers</p> <ul style="list-style-type: none"> • Sufficiency Strategy. • Market development project. • Clear targets and milestones. • Programme approach – reporting to Board – PM leads for each stream. • Review of the permanency decision making process and tighter controls in place • Review of current IFA contacts to understand costs and initiate renegotiation. • Focus on recruiting Tier 2 'in house' foster carers to support children with complex needs. | | Amber | |
| <p>5. Budget – Projected budget overspend and impact on 2015/16 delivery and continued improvement</p> <ul style="list-style-type: none"> • Review all looked after packages. • Restrict delegations for first line managers. • Strengthened budget oversight and planning. • Market development project – increased choice, better VFM and quality. • Work to enhance impact of early help. • Speed up permanency decision making. • Reduce reliance on costly agency staff. | | Amber | |
| <p>6. Performance Management – 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"> • Development of a robust suite of KPIs for full service area, which are RAG rated and benchmarked against national and statistical neighbours performance. • Development of new governance arrangements to review KPIs on a monthly basis. • Agree commissioning and contract management capacity to ensure effective performance monitoring. | | Amber | |
| <p>Recommendations for CMT:</p> | | | |
| <ol style="list-style-type: none"> 1. CMT to discuss, challenge and support progress and proposed actions as appropriate. 2. CMT to note and challenge performance outcomes. 3. CMT to approve Risk Register and ratings. 4. CMT to stay apprised of and be involved in identifying key transition work programmes/issues, to | | | |

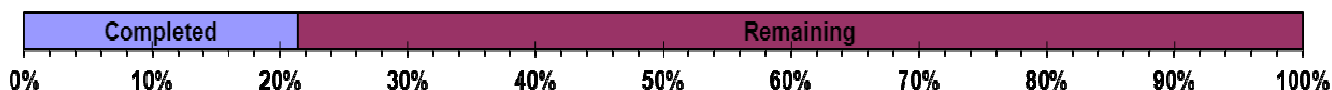
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ensure readiness for the transition to the Trust, and redress the impact of the Trust on the Council.

5. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross-council contribution to improvement to support the continuous improvement across the services and LSCB partnership; particularly, though not exclusively, in relation to:
 - Corporate parenting responsibilities
 - LAC redesign
 - Children's Social Care Workforce Strategy
 - Housing options and service experience for care leavers
 - Management information

Appendix E: Council's Gold Project updates as at 31st July 2015

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|--------------------------------|--------------|--------------|-------------------------------|----------------|-----------------------|
| 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 | 07/08/2015 |
| <i>Previous month</i> | AMBER | GREEN | AMBER | AMBER | 06/07/2015 |
| Project start date: | 01/09/2013 | | Anticipated project end date: | 31/08/2022 | |



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

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 2022. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating

1. A school places strategy report was presented to Cabinet on 22nd June 2015 to update members on progress and to seek endorsement for the approach being taken.
2. Cabinet approval given on 9th March 2015 to finalise leases for 2 new Free Schools subject to agreement on funding contributions by both Slough and the Education Funding Agency (EFA): this is now expected to complete before the end of August.
3. Approved new Free Schools are:
 - Ditton Park Academy (Slough Association of Secondary Head Teachers: SASH) – opened September 2014 temporarily on town centre site providing 4 forms of entry; this will rise to 6 from 2015;
 - Lynch Hill Enterprise Academy – opened September 2014 on current primary site providing 3 forms of entry; this will rise to 6 from 2016;
 - Langley Academy Primary – to open September 2015 on Langley Academy site providing three forms of entry;
 - Eden Girls' School – a faith school due to open September 2015 on a temporary site, providing 3.3 forms of entry;
 - 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.
4. A special Free School for ASD pupils located in Windsor and Maidenhead has been approved. A Free School bid will be resubmitted for a secondary school by the promoters of Langley Hall Primary Academy, to be called Heatherden Hall Arts Academy.
5. A significant expansion of SEN and PRU places is required to 2022. 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; initial findings show that as well as a number of new resourced units, an annex and/or new special school is required to meet the long term need.

Operational Delivery

Primary:

Risk rating

By using two Reception bulge classes Slough ensured there were places available in all year groups throughout 2014-15. Below is a summary of current projects:

- a) A new classroom block is nearing completion at Cippenham Primary.

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- b) A Year 1 bulge class is opening at James Elliman Primary for September 2015.
- c) Works to expand Godolphin Junior are underway on site; due to complete January 2016.
- d) Contractor has started on site to add a new classroom block for St Anthony's RC Primary.
- e) A framework for professional services/ architects has been finalised. The first contracts have been awarded for expansion projects at Claycots Town Hall Campus, St Mary's CE Primary and James Elliman Primary. Planning applications for all 3 schools are being finalised.

Applications for September 2015

An analysis of applications received by the closing date shows a growth of 159 when compared to the same point last year for Reception places in Slough schools for September 2015. All applicants have been offered a place for September 2015 and 86% at their first preference school. Assuming the same rate of receipt of new applications throughout the year as were received last year, will require up to 5 additional classes next year.

As current forecasts show a growth in demand for 2015-16 and 2016-17 before demand drops back to current levels a combination of permanent expansions and bulge classes are being considered. Current plans are:

1. to open 2 bulge classes at Cippenham Primary
2. add one additional permanent form of entry at Claycots Bath Road
3. explore bulge classes at other schools.

Inward Migration: On average there is a net increase of over 25 pupils into every primary year group during each curriculum year. In the past with new schools and new forms of entry opening regularly it has been possible to manage this demand within existing projects; if births rates continue to drop or level off then it may become necessary to open additional bulge classes in higher year groups.

Secondary: Risk rating

The risk rating increased in the October 2014 report as the impact of new free schools increasing the risk of over supply became clear.

In March parents were offered secondary school places for September 2015. Although there were 107 more applications than last year from Slough residents there are places still available at Slough schools due to the additional places opened at new Free Schools. The only Slough residents allocated Churchmead and Burnham Park are those that named the school on their application form. The percentage of Slough applicants offered their first preference has increased this year to 72% compared to 61% last year and almost 96% of all Slough applicants were offered a place at one of their preferred schools. This is linked to the oversupply of places and changing preference trends. The position is likely to change when the surplus disappears.

The strategic risk now, as a result of the opening of the 4 Free Schools (Ditton Park, Lynch Hill, Eden Girls' and Khalsa) is an over supply of secondary places for 2015-16 (estimated over supply of 8 Forms of Entry based on current application data). 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 as demand rises. In turn this will put an increased demand on 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.

Wexham Secondary has applied to reduce its admission number temporarily for 2015-16 to provide some financial certainty and remove 25 surplus places at the school. This has been approved by the Schools Adjudicator and reduces Year 7 places available at the school from 165 to 140 for one year.

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Cabinet approval obtained to add a single form of entry at Langley Grammar School (LGS). The school has been successful in applying for a major rebuild and the opportunity will be taken to expand places as part of the project, with the expected completion date in 3 or 4 years' time. LGS have consulted on and published a new admissions policy to ensure that Slough residents benefit from the expansion.

SEN and PRU

Risk rating



SEN School Organisation Group (SEN SOG) has been established to inform the strategic planning of new SEN places across the town. The group includes heads from a broad range of Slough schools and officers from a number of relevant departments. They have developed a delivery programme with proposals for creating the SEN and PRU places required to 2022. The next step is to appoint professional services/architects to begin working up options and designs for each project.

A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2016 and an SEN unit is also included as part of the SASH2 Free School.

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. Modular classrooms will be installed at Arbour Vale and Haybrook College to relieve some of the immediate pressure.

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

Strategic Planning

4. Continue discussions with SASH and other successful Free School promoters to establish the admission details of their new school proposals.
5. Further develop the Strategic School Places Programme and Additional Needs Review.
6. Consider sites for possible location of a new special school building and/or annex.
7. Explore site options for SASH2, including privately owned sites.
8. Lobby DfE and promoters to align school openings to match demand.

Operational Delivery

9. Exchange leases for Ditton Park and Lynch Hill free schools.
10. Publish tender documents for professional services/architects to develop the agreed SEN and PRU projects.
11. Continue to explore contingency Reception classes for January/April 2016.

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

More detailed Risk Register prepared – below are the main headings

Red / Amber/ Green

| | | | |
|---|--|-------|--|
| <p>1. 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:</p> <ul style="list-style-type: none"> • 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 | |
| <p>2. Site Availability – Lack of sites may mean that schools are not ready when required. Mitigation:</p> <ul style="list-style-type: none"> • Some expansions on existing school sites are provisionally agreed. • The limited availability of sites means that Slough will need to prioritise proposals for schools that are most likely to maximise places for Slough children. | | Amber | |

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| <p>3. 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:</p> <ul style="list-style-type: none"> • Ensure a clear picture is held of sites in SBC control to manage negotiation effectively. | Red | | |
| <p>4. SEN/PRU places – Rise in demand for SEN/PRU provision exceeds the availability of places leading to possible challenge and costly placements out of Borough. Mitigation:</p> <ul style="list-style-type: none"> • Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. • Work with schools via SEN School Organisation Group to plan expansion. | | Amber | |
| <p>5. 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:</p> <ul style="list-style-type: none"> • Basic Need funding for new places has been confirmed to 2017-18. • Free Schools are currently externally funded; a number are already agreed with further applications in the pipeline. • Annual capital bids submitted to the DfE. • Seek section 106 developer contributions where relevant. | | | Green |
| <p>6. Delivery timeline – Projects delivered later than required for pupils. Mitigation:</p> <ul style="list-style-type: none"> • Forward planning: 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 | |
| <p>7. Changing demographics – Demand may rise faster or slower than predicted. Mitigation:</p> <ul style="list-style-type: none"> • 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 | |
| <p>8. Capacity - Insufficient capacity to deliver such a large expansion programme. Mitigation:</p> <ul style="list-style-type: none"> • Project management support now provided. | | Amber | |
| <p>9. Delivery risk - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. Mitigation:</p> <ul style="list-style-type: none"> • Work closely with individual schools and heads' groups to ensure buy-in. • Allocate adequate funding for projects to mitigate concerns. | | Amber | |
| <p>10. Legal challenge – Legal challenge impacting delivery and adding to costs. Mitigation:</p> <ul style="list-style-type: none"> • New places will adhere to the School Admissions Code. | | | Green |
| <p>11. School performance – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. Mitigation:</p> | | Amber | |

Appendix E: Council's Gold Project updates as at 31st July 2015

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|--|--|--|--|
| a. Expansion projects to be adequately funded. b. LA to support Slough schools as they expand or prepare to apply for Free Schools. | | | |
|--|--|--|--|

Recommendations for CMT:

1. 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.
2. Although the Project Management capacity in Property Services has increased, this has not resulted in sufficient capacity being dedicated to the school places programme. Recommend this is more transparent and addressed urgently.

Appendix E: Council's Gold Project updates as at 31st July 2015

| | | | | | |
|---|--------------|--------------|-------------------------------|----------------|---------------------|
| Slough Children's Services Transition Project | | | Project SPONSOR | Roger Parkin | |
| Wards affected: ALL | | | Project MANAGER | Vijay McGuire | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | AMBER | AMBER | AMBER | 04/08/2015 |
| <i>Previous month</i> | AMBER | AMBER | AMBER | AMBER | 09/07/2015 |
| Project start date: | 05/01/2015 | | Anticipated Project end date: | 30/09/2015 | |
| <p>A horizontal progress bar from 0% to 100%. The first 80% is filled with blue and labeled 'Completed'. The remaining 20% is filled with red and labeled 'Remaining'.</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ul style="list-style-type: none"> • Scope - The Scope work stream is currently rated as AMBER / GREEN within the Project Progress report for this reporting period. Following the stock take meeting held between Steering board members on Monday 27th July it has been agreed that the Virtual Head , SEN assessment team and 1 post from the Performance Management team will also be included within scope. Strategic Commissioning remains AMBER. Some further work remains ongoing relating to the Cambridge Education Contract and Troubled Families Programme (Not the Programme Management Team). • Accommodation - The Accommodation work stream is currently rated as GREEN within the project progress report for this reporting period. Following detailed discussions with the DFE, and the Trust appointees - revised designs / layouts were agreed. The Council subsequently submitted revised costing which includes the re-location of the council shared facilities currently situated on the Ground Floor West to the Ground Floor East. The Council received confirmation from the DFE on Monday 27th July that the one off costs associated with the re-location of the shared facilities and the re-design of Ground Floor West to accommodate the Trust's requirements will be met by the DFE under a separate grant variation. Work has now been re-programmed and agreed with the Council's building contractor and the schedule is confirmed to commence over the bank holiday week end of August subject to arvato availability. • Service Delivery Contract - This work stream is currently reported as AMBER / RED on the project progress report for this reporting period. Since the last Highlight report no further meetings have taken place due to dependencies on the agreement of the budget, Pension schedule etc. However the commercial lawyers continue to engage in discussions to agree the schedules seeking instruction where appropriate. It is anticipated that further meetings will take place over the coming month following agreement on budget principles and the completion of the KPI's and specifications. The DFE will be scheduling these meetings for the month of September. • Pensions - This work stream is currently reported as GREEN on the project progress report for this reporting period. The Pensions principles were agreed by Cabinet in a paper presented to Cabinet on the 13th July 2015. The heads of terms of the pension arrangements are as follows: <ul style="list-style-type: none"> ▪ Admission to the Berkshire LGPS Pension Fund (the Fund) should be on an open and not closed basis. ▪ The Council will provide a Guarantee to the Fund in relation to the Trust meeting its liabilities under LGPS during the term of the Service Delivery Contract. ▪ On Transfer of the services back to the Council at the end of the Contract term, the Council will assume the Trust's pension liabilities. <p>However, Cabinet have sought further assurances with regards to the liabilities. As such we have been advised by our commercial lawyers that the Pension Schedule will require further review before finalising.</p> • Support Services - This work stream is currently reported as AMBER on the project progress report for this reporting period. There is now an agreed approach to support services with those provided by arvato continuing to be provided on an 'as is' provision through the contract that the Council has in place. However this remains subject to agreement of the contract terms by all parties. | | | | | |

Appendix E: Council's Gold Project updates as at 31st July 2015

The Council has met with the Commercial lawyers to discuss the agreed drafting for the arvato agreement and this has subsequently been shared with the Trust Lawyers-subject to the Council's further consideration. With regards to the support services that will be delivered by the council to the new organisation, all relevant council specifications have now been drafted and released to Deloitte for comment and discussion with the Trust. The Council has agreed some initial drafting for a support services agreement which has now been shared with the Trust. Again this remains subject to the Council's further consideration. In addition to the drafting of both agreements, work remains ongoing to agree the SLA arrangements between the Council and the Trust with an all day workshop scheduled for the 5th August. The Council needs to now consider the internal governance arrangements of how this will be contract managed to ensure that there is a one point of contact for the Trust.

- **TUPE** - This work stream is currently reported as **GREEN** on the Project plan. The formal consultation was originally due to commence on the 22nd June and completed by the 17th July 2015. However, delays have occurred due to the Scope being agreed later than anticipated, the Measures information released to the Council on the 10th July, later than initially planned and the appointment of the Chief Executive who commenced work on the 20th July. The TUPE consultation was successfully launched on 28th July and will end on 26th August. The confirmed schedule is as follows:
28th July - two formal briefing sessions were held – lead by the Interim Director of Children Services.
3rd August - Information sessions are scheduled for staff to discuss the TUPE Process.
Allocation of time for booked appointments to discuss individual staff issues.
2nd September – Letters will be circulated to all affected staff.
Week commencing 7th September an opportunity to have formal meetings with the Trust appointees.
- **Due Diligence** - Remains ongoing and is monitored at project meetings held on a weekly basis.
- **Forward Plan** - Prepared which outlines the key decisions that will need to be approved through the Council's governance process.
- **Work stream meetings** - continue to take place with the council work stream leads to deliver against the agreed Project plan.

Communications work stream

- The internal communications plan remains a live document and continues to be reviewed as key milestones are achieved against the project plan.
- FAQs for staff relating to the transition arrangements continue to be updated to the Council's dedicated staff intranet pages.
- The DCS has introduced regular email newsletters for staff which contain information about the improvement journey and the transition.
- This work stream remains ongoing as per the last reporting period.

Data and ICT work stream

- This work stream is currently reported at **AMBER** in the Progress report for this reporting period. The Council remains concerned as to the ability to put in place the appropriate set up arrangements for the new organisation in time for 'go live'. In various ICT work stream discussions, the Council has continued to re-iterate the urgent need to have agreed and signed off specifications to be able to make an informed decision with arvato on what is realistically achievable within the indicative timescales.
- Following the release of high level requirement documents and workshop notes on the 17th July arvato have undertaken the task to complete solution design documents which include the ongoing running costs for the duration of the Service Delivery contract.
- These are subject to an internal QA process led by the Council and are in the process of being released to Deloitte to undertake due diligence on the costings prior to DFE approval.

Finance work stream

- The work stream which will lead to the Budget model being agreed and handed over to the new organisation remains **AMBER** on the project progress report for this reporting period.
- The Due Diligence analysis remains ongoing between Deloitte and the Council.
- The Council have held an internal budget principles meeting on the 23rd July and thereafter

Appendix E: Council's Gold Project updates as at 31st July 2015

discussions have commenced between the Council and the CSO to agree the high level principles for further discussion.

- Meetings have been scheduled throughout August and it is expected that the budget will be agreed in time for decision and approval by Cabinet in September.
- It was agreed at the Stock take meeting in July that the budget will be agreed based on actual spend – an 18 month budget should be set as a minimum; further discussion is required around the issues associated with savings and dealing with service demand, along with clear processes on how future budgets would be agreed.
- The agreement on the budget is critical for the Service Delivery Contract sign off.

Legal and contracts work stream

- The Council continues to provide direct support to Deloitte in the development of the Third Party Contracts register which will be incorporated as a schedule within the Service Delivery Contract.
- Productive meetings have taken place between the new organisation appointees, legal representatives and the council to agree the treatment of the contracts that have been identified to date.
- The Council has flagged to the Project group that the contracts that have been identified have been based on those that were identified over a £10k threshold and some further work may need to be done to consider those that fall below this level. Following on from the last Highlight report submission, Deloitte have now identified 180 placement contracts which need to be considered as part of the Third Party contracts work stream.
- There is an ongoing work activity to identify third party contracts which have not been picked up as part of the contracts review and appropriate provision will be incorporated into the Service Delivery Contract to address any contracts that are identified after the 'go live' date.
- Following the agreement of the Scope – the Council is obtaining all relevant contracts associated with services that are now in scope relating to SEN, Virtual Schools, Performance and Troubled Families.
- The Council has released a near completed Asset Register which will require one final review prior to being incorporated into the Service Delivery Contract.
- The Legal Work Stream continues to focus predominately on agreeing the principles associated with the SBC discussions relating to the development of the Service Delivery Contract and its Schedules.

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

The Council Priorities:

- Council and the new organisation to work towards final agreement on the Service Delivery Contract - **Council Led**
- Council to agree the back to back arvato contract agreement as part of the contract negotiations with the new organisation - **Council Led**
- Completion of the Ofsted Registration with particular focus on the evidence submission and the DBS Checks for the relevant managers - **Council Led**
- Ongoing work to complete the Accommodation requirements for the CSO to the agreed deadlines - **Council Led**
- Further development of the suite of KPI's / outcomes by which the new organisation will be contract managed - **Council Led**
- Council to proceed with the development of a client Structure - which will be responsible for the monitoring of the Trust - **Council Led**
- Development of the payment Mechanism for incorporation into the Service Delivery Contract - **Council Led**
- Service Specifications to be developed - for inclusion in the Service Delivery Contract - **Council Led**
- Final Agreement on support services delivery models including governance and client monitoring - **Council Led**
- Ongoing information release as part of the Due Diligence exercise.

Appendix E: Council's Gold Project updates as at 31st July 2015

| Key issues of risk / obstacles to progress: | |
|---|------------------------|
| <small>(the main headings from the more detailed Risk Register for this project)</small> | Red/Amber/Green |
| <ul style="list-style-type: none"> All Third party contracts required by the new organisation may not be fully identified. This has been raised as a concern based on the £10k threshold used to identify the contracts that form the basis of the contracts register – This remains an ongoing piece of work and a caveat will be considered for inclusion in the Service Delivery Contract on the treatment of any contracts identified after 'go live'. | Amber |
| <ul style="list-style-type: none"> Agreement on the provision of support services delivered through the arvato contract will be subject to agreement of terms within the Service Delivery Contract – the Council continues to keep arvato fully informed of progress and will confirm the council's preferred option within the next week so as to ensure that this is fully considered as part of the Contract negotiations. | Amber |
| <ul style="list-style-type: none"> The agreement on the services in scope directly impacts the ability to initiate the TUPE Consultation, impacts accommodation, budget and the support services solution - as of yet this has not yet been formally agreed. | Green |
| <ul style="list-style-type: none"> Agreed structure and client monitoring requirements need to be confirmed and recruited to in readiness for 'go live'. | AMBER / RED |
| <ul style="list-style-type: none"> Contract negotiations may delay timescales. Meetings have already commenced to reduce the likelihood of this occurring. | Amber |
| <ul style="list-style-type: none"> The new organisation and Council need the right level of and control over their shared and separate support services. Due diligence of support service staff and budgets to transfer to the Trust and agreement on the governance of support services provided by the Council through the services contract will enable this. | Amber |
| <ul style="list-style-type: none"> Impact on the Council's Strategic Partnership Contracts – these will be factored into the commercial discussions to identify any adverse impact at early contract negotiation stage. | Amber |
| <ul style="list-style-type: none"> The absence of detailed specifications could severely impact the resource / capacity and ability to deliver the key requirements relating to payroll build / financial books / ICT Requirements etc. These issues are urgently being discussed with the Deloitte Project team to ensure that early mitigation is addressed. | Amber |
| Recommendations for CMT: | |
| <ul style="list-style-type: none"> Note progress since last month's Gold Highlight report. Note key activities that need to be completed in the next reporting period. Advise on any further actions to be considered at this stage. | |

Appendix E: Council's Gold Project updates as at 31st July 2015

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|--|--------------|--------------|-------------------------------|--------------------|---------------------|
| The Curve | | | Project SPONSOR | Roger Parkin | |
| Wards affected: All | | | Project MANAGER | Manager Fin Garvey | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | AMBER | AMBER | AMBER | 01/08/2015 |
| <i>Previous month</i> | AMBER | AMBER | AMBER | AMBER | <i>01/07/2015</i> |
| Project start date: | 01/10/2013 | | Anticipated Project end date: | 31/12/2015 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input checked="" type="checkbox"/> | | | | | |
| Key project deliverables (what are the key deliverables this project intends to produce?) | | | | | |
| <p>The creation of the focal point and landmark building of the Curve Library and Cultural Centre, enabling community and cultural services to deliver a one stop service and linking elements of the Heart of Slough and encouraging development of the shopping centre by connecting William Street and McKenzie Square. The building will include:</p> <ul style="list-style-type: none"> • Learning spaces. Adult learning, including all programmes currently provided through the Thomas Gray Centre and opportunities for other learning providers to hire facilities. • Cultural and community spaces. A performance venue seating up to 280 people. There will also be space for exhibitions and a café. • Library and museum spaces. All current services will be provided, with an equivalent number of books and provision for public use IT, including WiFi. Slough museum is a core partner and artefacts illustrating the history and culture of Slough would be displayed throughout the building, particularly linking with local studies as a centre for Slough history. • Democratic spaces. An added value of the multi-functional design is that the building can also be used for all Council public meetings, bringing council services closer to the public. The performance venue and a ground floor meeting room will be equipped for this. • The space is flexible providing opportunities for pop up services, performances within the library, informal meetings and activities throughout the building. | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 1. December 2015 completion on track – no change of status. It is now confirmed that the planned completion of works will be October 30th. Morgan Sindall are happy to accommodate any necessary access to site by Arvato and other third parties to ensure that there is sufficient time to complete all third-party works prior to the test day on the 4th December. 2. Outstanding compensation events: <ul style="list-style-type: none"> • CE0030 Café Servery • CE0037 Changing Places Compliance • CE0038 Service Yard (resident bin store & segregated area) • CE0043 External CCTV Cameras • CE0044 Reading Garden (hand prints) • CE0045 Reading Garden (end closure security) • CE0046 Bunded plantroom floor finish • CE0048 Open Government in the Performance Space 3. Electrical services to both ICT rooms on the first and second floor. 4. Testing of some of the electrical services. 5. Completion of the blockwork walls to the plantrooms. 6. Water tank room / boiler room and the switch room located on the ground floor released. 7. First floor walls are now complete, with 1st fix electrical and mechanical works installed. 8. Closure of walls and the commencement of tape and jointing to the walls. 9. The external works this month have not been progressed due to the works being carried out to the | | | | | |

Appendix E: Council's Gold Project updates as at 31st July 2015

- Queensmere shopping centre façade.
10. Installation of the steel frame, including the lift shaft for the goods lift.
 11. IT issues ongoing. Remains high risk on cost and time.
 12. Café has been retendered; Morgan Sindall have secured alternative servery options for the café.
 13. Monthly contractor/client meeting not happening until Thursday 13th August due to annual leave arrangements.
 14. Detailed revisions to design ongoing with no significant cost implications.
 15. All FFE is now agreed and ordered.
 16. Neighbours meetings ongoing.

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

1. Installation of framework and timber to feature staircases.
2. Installation of the secondary steelwork to the 2no lifts shafts.
3. Installation and survey of the Kone lifts.
4. Completion of the raised access flooring and concrete flooring for the retractable seating.
5. Commencements of 1st fix metal work in association with the ceiling installation to the first floor.
6. Completion of trench heating installation including lagging to pipework.
7. The toilet areas will have the electrical 1st fix started and completed early in the month, which will then allow for the installation of all the associated plumbing and waste pipes.

Key issues of risk / obstacles to progress:

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

| | 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 and Arvato'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 £455,318. The potential increase to the contract sum if all compensation events are implemented stands at £684,441.87. | Amber |
| 5. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£250K above current premises) and corporate property costs substantially higher than budget. M&E and FM costs challenged and savings identified with net revenue impact c£250K. 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. Agreements reached in principle; risk controlled. | 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.

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

| | | | | | |
|--|--|--------------|-------------------------------|----------------|---------------------|
| 5 YEAR PLAN OUTCOME: | Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay | | OUTCOME LEAD: | Tracy Luck | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | GREEN | GREEN | 07/08/2015 |
| <i>Previous month</i> | GREEN | GREEN | GREEN | GREEN | 03/07/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <ol style="list-style-type: none"> 1. Establish a business inward investment and retention function. 2. Ensure a fit for business transport infrastructure. 3. Enable partners to support residents to develop skills to meet local employers' needs. 4. Develop planning policies which will deliver more high value business properties to meet modern needs. 5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow. 6. Develop a more mutually beneficial relationship with Heathrow Airport. 7. Ensure that gateways to the town, prominent places and green spaces are clean and well maintained. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <p>1.1 Establish a business inward investment and retention function</p> <ul style="list-style-type: none"> • Appointed Economic Partnerships Officer - due to start in September. • Demonstrated online ED systems to be introduced. • ZTE agreed to provide case study to be developed by Communications Team. • Submitted a statement of interest in a Slough HealthTec to Health Education Thames Valley. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • 3 Major schemes out to OJEU tender (total value £18m) due back in August. All major contractors have now registered an interest. • Expression of Interest received approval from Carplus for proceeding to next round of ELV funding. • Red Light cameras launched. • New cycle hub in Brunel Way launched. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • 22 new apprentices have accepted placements commencing 1st September 2015 (11 SBC, 10 AVARTO and 1 library service). Recruitment of a further 12 to take place during January with a start date early March 2016. <p>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</p> <ul style="list-style-type: none"> • Nothing to report. <p>1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow</p> <ul style="list-style-type: none"> • Revised business case for WRLtH on-going (consultation due in autumn). • Conditional approval received from members for Burnham Station proposals. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p> <ul style="list-style-type: none"> • Working with HAL surface access to support updating the Slough Transport Model (could save the authority £75-£100K). | | | | | |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- Fly tipping response steering group has been organised.

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

1.1 Establish a business inward investment and retention function

- PR agency to be appointed for the Slough brand.
- Start next steps for procurement of ED systems.
- Decision expected from Health Education Thames Valley on the chosen location of the HealthTec.

1.2 Ensure a fit for business transport infrastructure

- Initial business case for SWIFT agreed with RBWM and FGW commissioning this month.

1.3 Enable partners to support residents to develop skills to meet local employers' needs

- Construction pathway to be delivered mid-August.

1.4 Develop planning policies which will deliver more high value business properties to meet modern needs

- Nothing to report.

1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow

- Engagement to commence on Langley Station improvements.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Conference Centre bid to be explored with HAL.

1.7 Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained

- Fly tipping response steering will have its first meeting has in August to formulate all tactics, responses and enforcement to fly tipping including inter-relation with Amey contract.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Implementation of Outcome 8 on ability to install implementation of 'online payment' portal.

Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

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|--|--------------|--------------|-------------------------------|----------------------------|---------------------|
| 5 YEAR PLAN OUTCOME 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough | | | OUTCOME LEAD | Neil Aves | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | AMBER | AMBER | AMBER | 31/07/2015 |
| <i>Previous month</i> | GREEN | AMBER | AMBER | AMBER | 30/06/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key actions | | | | | |
| <ul style="list-style-type: none"> Higher quality private sector housing will be a valued housing option and will reduce long term health problems. Make best use of existing local authority housing stock to meet housing need. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need. Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan. Prevent homelessness where possible through early intervention and using a range of housing options. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> Demolition notices served on occupiers of Tower & Ashbourne, positive publicity achieved and working in partnership with RBF&RS. CSG approval for capital funding to decant Tower & Ashbourne. Cabinet approval to undertake 100% council stock condition survey. Consultant appointed and first launch meeting held for development of HRA investment strategy and 30 year business plan. Transfer of land at Ledgers Road from SBC to SRP to commence site works for 73 new homes. | | | | | |
| Key activities / milestones <i>scheduled</i> for next period: | | | | | |
| <ul style="list-style-type: none"> Initial results of TIS review and incentives for downsizing tenants available. 25% of tenants in Tower & Ashbourne completed housing register forms to begin relocation process. Consultant appointed to negotiate with leaseholders to buy back RTB units in Tower & Ashbourne. Completion of RAG rating for all remaining garage sites and compounds. Agree procurement route for comprehensive HRA stock condition survey. CSG approval for HRA capital funding to deliver scheme of 20 homes for clients with LD on the Rochford's site. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| <small>(the main headings from the more detailed Risk Register for this project)</small> | | | | Red / Amber / Green | |
| Increased PS market rent levels rendering the sector inaccessible to households on benefits. | | | | Red | |
| Exponential growth in homelessness due to welfare reform and demand for private sector accommodation. | | | | | Amber |
| Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction. | | | | | Amber |
| Increase in construction costs rendering small and infill site development non-viable. | | | | | Amber/ Green |
| Staff vacancy rate and inability to recruit to undertake housing regulation functions. | | | | Red/ Amber | |
| Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing. | | | | | Amber |
| Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates. | | | | | Amber |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

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|---|---|--------------|-------------------------------|----------------|----------------------------|
| 5 YEAR PLAN OUTCOME: | Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities | | OUTCOME LEAD: | Joe Carter | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | AMBER | GREEN | 08/07/2015 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | GREEN | 05/06/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <ul style="list-style-type: none"> • Create a VISION for the Centre of the Town. • Define and establish the Centre of the Town as a destination. • Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space. • Understand through consultation and intelligence, the current and future needs and expectations of the High Street. • Cultivate a vibrant town centre. • Expand the evening economy. • Deliver a One Public Estate Strategy. • Ensure the Curve continues to be operationally successful. • Make 'Slough the place of innovation'. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> • Work stream programmes updated. • Programme updated. • Outcome Based Budget distributed | | | | | |
| Key activities / milestones <i>scheduled</i> for next period: | | | | | |
| <ul style="list-style-type: none"> • Budgets analysis and savings to be identified. • T&F site visits arranged for Swindon & Croydon. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| <small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small> | | | | | Red / Amber / Green |
| Resource allocation | | | | | Amber |
| Budget identification | | | | | Amber |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

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|--|--------------|--------------|-------------------------------|----------------|---------------------|
| 5 YEAR PLAN: OUTCOME 4 Slough will be one of the safest places in the Thames Valley | | | OUTCOME LEAD | Roger Parkin | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | AMBER | AMBER | AMBER | 07/08/2105 |
| <i>Previous month</i> | GREEN | AMBER | AMBER | AMBER | 06/07/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key actions | | | | | |
| <ul style="list-style-type: none"> • Reduce total crime, specifically high volume and serious crimes against the person. • Focus on: alcohol as a contributory factor and Domestic Abuse. • Promote and publicise the safety of Slough, including for businesses in the town. • Focus on Burglary. • Focus on responding to ASB casework and Environmental ASB through enforcement and design. • Deliver the partnership action plan to respond to violent extremism. • Raise awareness of the Channel programme and how to make referrals. <p>Oversee and agree with partners delivery of key actions/activities and milestones to focus resources upon priorities, and where necessary emerging issues of concern for Slough. These will be closely linked to:</p> <ul style="list-style-type: none"> • Safer Slough Partnership priorities based upon the SSP Strategic Assessment. • ASB Implementation Outcomes. • Community Cohesion Strategy. • Preventing Violent Extremism Action Plan. <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p> | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> • Early-morning multi-agency rough sleeper sweep occurred - 13 CPN Warning Letters issued and 1 Trespasser Notice. • Joint operation initiated with police targeting enforcement activity on individual street drinkers and aggressive beggars and evidence gathering - to be on-going throughout summer - Operation Bluebottle. • Large fly-tip behind Travelodge @ Colnbrook/junction 5 M4 cleared. • Delivery of Advanced Statement & Report Writing training for staff - Bond Solon. • Review of Sex Workers and consideration of targeted partner agencies activity. • Several door knocking and street events occurred for several targeted areas suffering ASB. • Media coverage gained on several community clear up events. • On-going work tackling High Street litter problem areas ongoing, owners have been sent CPN. Warning letters giving them a set period of time to clear mess or further enforcement action will be taken. • Evidence of fly tipping gathered at several identified hotspots, via CCTV. • 18 CPN Warning Letters Issued, 26 Full CPN Issued and 1 Trespasser Notice. • On-going targeted evidence gathering on identified key perpetrators of ASB in Tower & Ashbourne. • Areas identified across the borough for PSPO's, now developing clauses for the orders with Legal. • Interim DA Partnership Manager appointed and in post. • Interim Community Safety Partnership Manager appointed and in post. • Licensing Committee approve mandatory safeguarding training for taxi and private hire drivers. • Syria Conference held. • Red light enforcement cameras have gone live. • VE Motion CCTV camera on trial in Cippenham Lane area – crime reduction and ASB. • Successful rogue trader prosecution and £12K compensation awarded to victim. • 5YP budget meetings for Outcome 4 continuing. | | | | | |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

| Key activities / milestones scheduled for next period: | | |
|---|--|---------------------|
| <ul style="list-style-type: none"> • Continuation of joint operation initiated with police targeting enforcement activity on individual street drinkers and aggressive beggars and evidence gathering - to be on-going throughout summer - Operation Bluebottle. • On-going work tackling High Street litter problem areas ongoing, owners have been sent CPN. Warning letters giving them a set period of time to clear mess or further enforcement action will be taken - key areas of focus Hatfield Rd and The Curve. • Waste Carriers Stop-check Operation planned. • Further door-knocking and street events planned in areas of ASB. • Community clear ups planned. • Interim CSE Co-ordinator to be sought. • 4 WRAP sessions planned for August. • Commence work on road accident analysis in Farnham road with support from CCTV. • 3 CCTV columns due to go up in Britwell (Retail area, Pentland, Monksfield Park MUGA) • Review of Hatfield car park crime via CCTV. • Task & Finish group to be established to work with the Somalian community. • Outcome Group meeting in 13/08/2015/ | | |
| Key issues of risk / obstacles to progress: | | |
| (the main headings from the more detailed Risk Register for this project) | | Red / Amber / Green |
| Interim Community Safety Partnership manager and Interim DA Partnership Manager appointed. Permanent CS post offered to candidate. | | Green |
| Vacancies in Neighbourhood Services and capacity to deliver. | | Amber |
| Staff attendance at WRAP training session; Attendance has improved 4 sessions planned in August dependent on facilitator availability – need to keep up momentum until Prevent Coordinator in place. | | Amber |
| Prevent Delivery – fluid and time consuming; dependent on national and world events, appointment of coordinator essential (due to start 01.09.2015) Prevent work very intensive and takes priority over general cohesion, this should ease when Prevent Coordinator in place to lead. | | Amber |
| Future funding arrangements for CSE Co-ordinator role requires confirmation and agreement on location of post to maintain continuity and momentum for delivery of action plan. | | Amber |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

| | | | | | |
|--|---|--------|--------------------------------------|----------------|---------------------|
| 5 YEAR PLAN OUTCOME: | NO 5: Children and young people in Slough will be healthy, resilient and have positive life chances | | OUTCOME LEAD: | Kitty Ferris | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | | | | | 05/08/2015 |
| <i>Previous month</i> | | | | | |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <p>8. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</p> <p>9. Be one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.</p> <p>10. Ensure vulnerable children and young people are safe and feel safe.</p> <p>11. Ensure children and young people are emotionally and physically healthy.</p> <p>12. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.</p> <p>13. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.</p> <p>14. Secure sufficient school places to meet the needs of Slough residents.</p> | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <p>1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</p> <ul style="list-style-type: none"> Children and Young People’s Plan July 2015 – December 2016 approved, with priorities around: reducing the level and impact of poverty on the life chances of children and young people in the borough; delivering the Families First programme; and strengthening our universal offer for vulnerable groups. MASH Board has agreed a go live date for the MASH of mid-October. Rise in the number of Early Help Assessments (EHAs) completed over the last 12 months, with the last quarter bringing us up to a level comparable with Reading. This improvement has been due to a change in emphasis around EHAs from referral to assessment, and the system being used in the way that it had been designed for. <p>2. Be one of the best providers of children’s social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.</p> <ul style="list-style-type: none"> Children and Young People’s Plan July 2015 – December 2016 approved, with a priority around: providing outstanding services to the most vulnerable children and young people in the borough. Ongoing delivery of the Single Improvement Plan focusing on recruitment and retention, quality assurance, quality of practice, and leadership and partnership. Ongoing delivery of Children’s Social Care Workforce Strategy 2014-2017. Percentage of permanent front line social work staff has increased by 16% since April 2015, to 56%, with further interviews planned for August. Significant work undertaken to establish the Slough Children’s Services Trust (SCST). <p>3. Ensure vulnerable children and young people are safe and feel safe.</p> <ul style="list-style-type: none"> Series of audits undertaken covering threshold decision making, children subject to child protection plans, domestic violence contacts and case supervision. Risks were found to be being managed, and an action plan has been developed to address specific findings. Revised Practice Standards have been finalised and publicised, with management meetings discussing the application of these to ensure that any issues are resolved immediately. <p>4. Ensure children and young people are emotionally and physically healthy.</p> <ul style="list-style-type: none"> Children and Young People’s Plan July 2015 – December 2016 approved, with priorities around: supporting children and young people’s emotional and mental wellbeing; and supporting children and young people’s physical wellbeing. Child and Adolescent Mental Health Services (CAMHS) Strategy developed and being | | | | | |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

prepared for consultation.

5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.

- Children and Young People's Plan July 2015 – December 2016 approved, with a priority around: ensuring children and young people are engaged and helped to access opportunities that will enable them to reach their full potential.
- Provisional results show improvements in Early Years Foundation Stage: Good Level of Development – 65% (summer 2015) up from 58% in summer 2014.
- Provisional results indicate improvements in attainment at Key Stage 1 (reading up 1.2%; writing up 1.7%; and maths up 0.95%) and Phonics (76.6% in 2014; 77.6% in 2015).
- Provisional results for Key Stage 2 also show slight improvements in reading, grammar, spelling and punctuation with a slight decrease in writing and maths. However, these results are open to modification over the summer period.
- 70% of primary schools are good or better (Ofsted judgements). 77% of all maintained schools have received this judgement.
- 80% of secondary schools are good or better (Ofsted judgements).

6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.

- Transition onto EHCs for children and young people with SEND completed up to Year 9.

7. Secure sufficient school places to meet the needs of Slough residents.

- School Places Strategy 2013-22 update paper endorsed by Cabinet.
- Sufficient school places identified and delivered for school year beginning September 2015.
 - Primary places – new primary free school opening on the Langley Academy site for September 2015. Temporary classrooms installed at St Mary's CE Primary, James Elliman Primary and Claycots Primary in readiness for September 2015, while development plans proceed for permanent provision at each site.
 - Secondary places – Eden Girls' School opening on a temporary site.

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

1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.

- CYPPEB Early Help Sub Group Action Plan being developed to deliver CYPPEB priority around early intervention and develop Early Help Strategy.
- This will form a key performance indicator for the SCST.

2. Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.

- Third national recruitment campaign for September 2015.
- Introduction of a 'refer a friend' scheme focused on the recruitment of Consultant Practitioners.
- Focused work with Practice Managers to embed the revised Practice Standards across their teams.
- Work with social workers to improve the development of SMART plans.
- Finalise plans for the establishment of the SCST.

3. Ensure vulnerable children and young people are safe and feel safe.

- Work with social workers to improve development of SMART plans.
- Focused work with Practice Managers to embed the revised Practice Standards.

4. Ensure children and young people are emotionally and physically healthy.

- CYPPEB Health Sub Group Action Plan being developed to deliver CYPPEB priorities around emotional and physical health.
- Consultation on CAMHS Strategy.
- Begin developing plans for a holistic 0-19 health offer.

5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.

- CYPPEB Achieving Sub Group Action Plan being developed to deliver CYPPEB priorities around early years development, closing the gap for vulnerable and disadvantaged pupils and engagement of young people in opportunities to develop their potential.

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

- Respond to A-Level and GCSE results.
- 6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.**
 - Ongoing conversion to Education, Care and Health Plans.
 - All requests for new ECHPs completed within 20 week statutory deadline.
 - Continuing preparation of effective transition at all key phases.
- 7. Secure sufficient school places to meet the needs of Slough residents.**
 - SEN places – initiate procurement of architects to take forward the agreed SEN and PRU expansion programme.
 - Progress work to identify sites for new schools and annexes.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

Red / Amber / Green

Transition of Children’s Social Care into new arrangements

Amber

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

| | | | | | |
|---|---|--------------|-------------------------------|----------------|---------------------|
| 5 YEAR PLAN OUTCOME: | 6. More people will take responsibility and manage their own health, care and support needs | | OUTCOME LEAD: | Alan Sinclair | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | AMBER | GREEN | 06/08/2015 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | GREEN | 03/07/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <ul style="list-style-type: none"> • Increase adult participation (16+) in sports and activities. • Increase the number of vulnerable adults who benefit from a preventative approach/service. • Increase the number of people benefiting from reablement/intermediate care services. • More vulnerable adults supported at home. • Increase the number of people supported by the voluntary and community sector to live independently at home. • Increase the number of people managing their care and support needs via a direct payment. • Reducing the demand on health and social care services. • Reducing the average spend per person in receipt of support from the council. • Increasing the percentage of adult social care users who have as much social contact as they would like. • Increase the percentage of stated outcomes achieved as part of safeguarding. • Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> • Results of CAMHS service redesign show measurable improvements in mental health scores and recommendations included in the Mentalhealth4life and Slough CAMHS strategy which includes parents and school staff. This has been given regional and national acclaim and is out to consultation. • Diabetes testing offered free to all Slough Borough Council staff. • Falls Prevention and Awareness month launched in Chalvey and business cases developed for adults and children falls prevention programme through BCF. • Chances4Change programme completed, all programmes sustained and all targets exceeded. • Asthma awareness programme scoped for schools for a September start. • Smoking cessation service retendering started. NB Collaborative commissioning across six UAs achieved a national award. • Local alcohol area agreement methodology and results shared in a national PHE report and additional support obtained for improving local alcohol services. • National Active People survey measuring adult participation in sport and physical activity recorded 2% increase in participation in 1 x 30 minutes per week for the last year. • The Sport England funded Get Active programme has enrolled over 2,000 individuals over the age of 14 on its free programmes of activity; 8% of this figure declaring a disability or long term illness. • Report on impact of Macmillan Cancer Rehabilitation through Physical Activity Programme received. • Voluntary and community sector strategy approved by cabinet. • Procurement of direct payments support services completed. • Pooled budget for BCF negotiated. • Transfer of extra care housing service to creative support completed. • Business case for IT systems for care act approved. • Systems updated for compliance with care act. • Scoping of support with confidence scheme with trading standards. • Setting up social care reform programme. • Work to scope financial challenges completed. | | | | | |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

- Safeguarding adults board away day.
- Staff workshop held for transforming social care.

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

- Service specification for young people’s emotional health and wellbeing service is being adapted to align with a new funding opportunity for Slough CCG. This will be agreed through the CYP child health subgroup and will include parental mental health and eating disorder services.
- Cabinet decision to be made on new leisure facilities in the town – July 2015.
- Langley Leisure Centre refurbishment starts.
- Start to develop the procurement programme for the retendering of the leisure contract for June 2017.
- Cabinet decision to be made on Arbour Park development and new community sports facility – July 2015.
- Pilot outdoor gym and trim trails programme in three parks in priority wards in the borough.
- Procurement process for voluntary sector contracts starts.
- Savings plans in place for ASC and being monitored.
- Work on systems for delivery of Care Act social care reforms.
- Direct payments support services starting.
- First meeting of social care reform programme.
- BCF pooled budget S75 agreement approved.
- Workforce analysis for reform of social care.
- Interoperability project with CCG.
- Market failure protocol.
- Draft carer’s strategy.
- Analysis of adult social care outcomes and ASCOF and first draft of local account.
- Options for Safeguarding adults board improvements.
- BCF Integration workshop.
- Supported housing project board set up.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)

| | Red / Amber / Green |
|--|----------------------------|
| 1. Timescale for delivery of all actions not achieved. | Amber |
| 2. Ability to deliver the revenue savings. | Amber |
| 3. Impact on key performance targets. | Amber |
| 4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support. | Amber |
| 5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding. | Amber |
| 6. Lack of agreement of use of contingency funding in BCF from CCG. | Green |
| 7. Management of lots of change at same time – capacity and change fatigue. | Amber |
| 8. Management information and data. | Amber |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

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|---|--------------|--------------|-------------------------------|----------------------------|---------------------|
| 5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income | | | OUTCOME LEAD | Joseph Holmes | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | GREEN | GREEN | AMBER | GREEN | 30/07/2015 |
| <i>Previous month</i> | GREEN | GREEN | AMBER | GREEN | 06/07/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <ul style="list-style-type: none"> • Increase the collection rates of Council Tax and Business Rates. • Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable. • Remove subsidies where appropriate and revenue from fees and charges will be maximised. • Maximise income from investment properties. • Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP). • Rationalise the operational property estate, through disposals and shared use. • Maximise savings from procurement, commissioning and contract management. • Ensure a revolutionised approach to household waste collection is in place. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> • Council Tax collection rate 0.2% below profile (expected collection rate of 96.6% in 2015-16) but is over 0.5% above the level at the same time in the previous year. • Business Rates is on track for its collection profile (expected collection rate of 96.7% for 2015-16). • Asset Challenge report being drafted. • SRP small sites proposal report is being drafted and reviewed. • Strategic acquisition policy being drafted and reviewed. | | | | | |
| Key activities / milestones <i>scheduled</i> for next period: | | | | | |
| <ul style="list-style-type: none"> • Review of proposal for the Council to assist in mortgages being provided. • Capital Strategy to be re-profiled after full Council. • Review of proposals to reduce the cost base of the outcome to 65% of current spend by 2019-20. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| <small>(the main headings from the more detailed Risk Register for this project)</small> | | | | Red / Amber / Green | |
| Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend. | | | | | Amber |
| Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value. | | | | | Amber |
| Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting. | | | | | Amber |

Appendix F: Five Year Plan Outcome updates as at 30th June 2015

| | | | | | |
|--|---|--------------|-------------------------------|----------------------------|---------------------|
| 5 YEAR PLAN OUTCOME: | No 8: The council will be a leading digital transformation organisation | | OUTCOME LEAD: | Roger Parkin | |
| | Timeline | Budget | Issues & Risks | OVERALL STATUS | Date of this report |
| Current period | AMBER | AMBER | AMBER | AMBER | 11/08/2015 |
| <i>Previous month</i> | AMBER | AMBER | AMBER | AMBER | 03/07/2015 |
| Project start date: | April 2015 | | Anticipated Project end date: | April 2020 | |
| Key outcome plan deliverables: | | | | | |
| <ul style="list-style-type: none"> • Use technology to redefine the way customers contact the council. • Streamline customer journeys to deliver savings. • Invest in technology to enable staff to work smartly wherever they are located. | | | | | |
| Key activities completed / milestones <i>achieved</i> in this period: | | | | | |
| <ul style="list-style-type: none"> • Officer digital transformation workshop held. • Transformation Board considered new digital consultant's proposal paper. • ICT presentation to SLT. • Proposals to roll out 6:10 desk ratio for SMP being developed. • Revised home and mobile working policy produced. • Civica innovations workshop held. • Pilot of desk top upgrade commenced. | | | | | |
| Key activities / milestones <i>scheduled</i> for next period: | | | | | |
| <ul style="list-style-type: none"> • Digital Transformation proposal to be costed and resource implications to be considered. • Programme of 6:10 desk ratio for SMP to be agreed. • Desk top upgrade pilot to be reviewed and roll out to be agreed. • Wireless – Solution design and costs to be agreed for The Curve, Corporate and Guest Wi-Fi. | | | | | |
| Key issues of risk / obstacles to progress: | | | | | |
| (the main headings from the more detailed Risk Register for this 5YP outcome) | | | | Red / Amber / Green | |
| • Capital investment requirements higher than present budget allocation | | | | Amber | |
| • Lack of in house capacity to deliver transformation | | | | Amber | |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee **DATE:** 10 September 2015

CONTACT OFFICER: Joseph Holmes (Assistant Director; Finance & Audit, 151 officer)
(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

LOCAL AUTHORITY PARTNERSHIP PURCHASE (LAPP)**1 Purpose of Report**

The purpose of this report is to seek the comments of the Committee on the new Local Authority Partnership Purchase (LAPP) Scheme and describe how it can be implemented by the Council to focus on local housing needs by providing targeted help to potential home-buyers on a shared ownership basis as well as ensuring that the Council delivers a good financial return on its investment. The Cabinet will consider this report on 14th September 2015.

2 Recommendation(s)/Proposed Action

The Committee is requested to comment on the LAPP scheme and make any comments to the Cabinet who are recommended to:

Adopt LAPP in accordance with the outline provided within this report, and approve the following parameters:

- The maximum local authority purchased (rented) share of **£120k**
- The split between the two shares of **70%** purchased via mortgage and **30%** purchased by LA
- The maximum limit for the total indemnity to be offered of **£4.4m**
- The maximum loan size (based on maximum property valuation) of **£266k**
- The qualifying post codes in a schedule to the indemnity deed to cover **all in SBC area**
- Based on these parameters, a maximum investment of **£9.3m** (£13.7m total costs including repayment interest) would be required (plus a further £4.4m indemnity guaranteed by way of a deed) to provide approximately 100 mortgages via the scheme.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year 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).

3a. Slough Joint Wellbeing Strategy Priorities

The introduction of the LAPP scheme will make significant contributions to the following priorities of Slough's Joint Wellbeing Strategy:

- Health
- Regeneration and Environment, and Housing by
- Addressing affordability gaps for aspiring home owners who cannot afford outright purchase
- Providing a viable and more affordable alternative to renting

- Increasing the availability of affordable and social housing

3b **Five Year Plan Outcomes**

The LAPP scheme will therefore help to deliver the following outcomes of the Five Year Plan outcomes:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- Slough will be one of the safest places in the Thames Valley
- The Council's income and the value of its assets will be maximised

4 **Other Implications**

(a) **Financial**

The introduction of LAPP would have significant capital and revenue implications. Adopting the 70:30 percentage ownership split (i.e. Property Occupier / Council), the Council will require capital investment in order to receive an income stream and capital appreciation. Options are detailed in Appendix B of this report.

Subject to the approval of the recommendations in this report, these issues will be the subject of a detailed business plan.

(b) **Risk Management**

| Risk | Mitigating action | Opportunities / Notes |
|---|---|--|
| Legal 1: Legality of LAPP and the legislative framework that gives a local authority in England and Wales the power to implement the Scheme | <ul style="list-style-type: none"> • Independent legal advice has been obtained by Capita Asset Services on behalf of all participating local authorities. • Council's Monitoring Officer to ensure satisfied with the advice provided. Additional legal advice should be sought if required. • A standard lease agreement has been prepared and this agreement will be used by all participating local authorities and all participating lenders. | <ul style="list-style-type: none"> • Due to the changing environment, further legal advice may be required during the life of the Scheme. To ensure consistency, it is anticipated that Capita Asset Services will obtain updated advice on behalf of participating authorities. Any additional fees incurred in this respect will be agreed with all parties in advance |
| Legal 2: Shared ownership leases and the proposed indemnity to lenders may constitute financial assistance for the purposes of Sections 24 and 25 of the Local Government Act 1988. | <ul style="list-style-type: none"> • Independent legal advice has been obtained by Capita Asset Services • Lenders will adhere to a strict criteria to ensure State Aid restrictions are not compromised. • A standard lease agreement has been prepared and this agreement will be used by all participating local authorities and all participating lenders • Before agreeing to enter into the LAPP arrangement, the Council will ensure it is satisfied that the agreed price reflected open market | <p>The Secretary of State has issued a general consent that a local authority may dispose of land for consideration equal to market value.</p> <p>Initial legal advice concludes that the proposed disposal (i.e. the grant of the shared ownership lease) falls within the general consent, because the property is marketed on the open market.</p> <p>The tenant pays market value for the share which it acquires, and the local authority retains the</p> |

| | | |
|--|---|---|
| | value. | <p>value in the residue.</p> <p>The staircasing provisions require that:</p> <ul style="list-style-type: none"> • open market value is assessed; and • any additional share is "bought" at the agreed/ determined open market value <p>So, the Council has comfort that it can only be called upon to dispose of its retained share at open market value.</p> |
| <p>Property: Housing market fully recovers and the scheme is no longer required</p> | <ul style="list-style-type: none"> • The scheme will cease to exist. • Indemnities / guarantees already granted – for 5 years + a further 2 years if the account is 90+ days in arrears - would remain in place. • Prior to implementation, undertake a detailed analysis of local / regional housing issues, i.e. local housing need, house prices, mortgage approvals etc. | |
| Human Rights | None | |
| Health and Safety | None | |
| Employment Issues | None | |
| Equalities Issues | None | |
| <p>Community Support 1: Poor publicity / bad press re use of public monies</p> | <ul style="list-style-type: none"> • Press Officer to liaise closely with local press. Press release / photo opportunity. • Good promotional material. • Joint working with partners and Estate Agents. | <ul style="list-style-type: none"> • Promotion of benefits of the scheme, i.e. supporting the local housing market, local economy and supporting low to middle income families to secure a foot on the housing ladder • Capita Asset Services / participating mortgage lenders / participating brokers will support the promotional process. |
| <p>Community Support 2: Poor publicity / bad press re possible repossession</p> | <ul style="list-style-type: none"> • Lender to inform the Council if and when a mortgage holder is in arrears or facing repossession. • The Council may be able to support individuals to prevent repossession. • Reverse staircasing available in cases of hardship | <ul style="list-style-type: none"> • Monthly management information reports will be provided to enable the Council to review all mortgages in arrears and receive early notice should arrears proceed to legal action to enable the Council to consider a range of actions. |
| Communications | None | |
| Community Safety | None | |
| <p>Financial 1: Affordability – Purchase</p> | <ul style="list-style-type: none"> • Make adequate budget provision. | <ul style="list-style-type: none"> • Asset held with likelihood of the asset value increasing. |

| | | |
|--|---|---|
| of Council share | | <ul style="list-style-type: none"> Rent collected on the percentage share held by the Council. |
| Financial 2: Affordability – Indemnity on mortgage | <ul style="list-style-type: none"> No cash deposit required. Reassess the liability on an annual basis. Set aside the premium paid by the lenders on completion in a ring-fenced reserve to be used to fund future potential liabilities in the event of a default and the indemnity being called upon. Monthly management information reports will be provided by Capita Asset Services to enable the Council to assess the liability. | <ul style="list-style-type: none"> A premium will be paid to the Council by the lender for every mortgage completion. |
| Financial 3: Lending to sub-prime applicants | <ul style="list-style-type: none"> Lenders apply existing credit criteria to ensure credit worthiness of applicant. New mortgage rules mean that lenders must test applicants' finances to ensure that they can cope with higher monthly demands. Impact assessed as minor based on LAMS | <ul style="list-style-type: none"> With full nomination rights, the Council can ensure release of affordable and social housing, by nominating aspiring home owners from current affordable and social housing |
| Financial 4: Applicant affordability | <ul style="list-style-type: none"> Lenders apply existing affordability criteria to ensure the mortgage is affordable. New mortgage rules mean that lenders must test applicants' finances to ensure that they can cope with higher monthly demands. | |
| Financial 5: Costs incurred in the event of the indemnity / guarantee being called | <ul style="list-style-type: none"> Set aside the premium paid by the lenders on completion in a ring-fenced reserve to be used to fund future potential liabilities in the event of a default and the indemnity being called upon. | <ul style="list-style-type: none"> The LAMS repossession rate is nil at June 2015 which is over four years since the Scheme was launched. |
| Timetable for delivery | None | |
| Project Capacity 1: Adverse impact on existing staffing levels | <ul style="list-style-type: none"> The Council will be purchasing a share in the asset and have nomination rights. However, there is no input in the assessment / processing of mortgage applications required and all management information provided by Capita Asset Services. | |
| Project Capacity 2: Complex to implement (LAPP Scheme) | <ul style="list-style-type: none"> Implementing the Scheme in line with national templates and guidance and support throughout the Scheme from Capita Asset Services. | |
| Other: | | |
| Political 1: Lack of political support | <ul style="list-style-type: none"> Ensure political support from the outset. Use report template and guidance notes provided by Capita Asset Services to ensure that all requirements are addressed. Continued member briefing of | <ul style="list-style-type: none"> Monthly management information reports will be provided by Capita Asset Services to enable the Council to assess the liability. |

| | | |
|---|---|--|
| | progress on the scheme and the value of indemnities / guarantees offered. | |
| Political 2: Change of political priorities | <ul style="list-style-type: none"> • Future support for the scheme may be withdrawn, but existing support would remain until expiry. | |
| Reputation: Repossession in the hands of the lender, therefore outside the local authorities area of responsibility | <ul style="list-style-type: none"> • Lender to inform the Council if and when a mortgage holder is in arrears or facing repossession. • The Council may be able to support individuals to prevent repossession. • Reverse staircasing available in cases of hardship. • The Council could elect to purchase 100% of the property and turn the home owner into a tenant therefore preventing homelessness. | <ul style="list-style-type: none"> • Monthly management information reports will be provided to enable the Council to review all mortgages in arrears and receive early notice should arrears proceed to legal action to enable the Council to consider a range of actions. |
| Operational 1: Lack of demand | <ul style="list-style-type: none"> • The Council has nomination rights. • Press Officer to liaise closely with local press. Press release / photo opportunity. • Promotion of benefits of the scheme and good promotional material. • Joint working with partners and Estate Agents. | <ul style="list-style-type: none"> • Shelter reports that there are many low to middle income families who would be able to purchase a home on a shared ownership basis who cannot afford outright purchase. |
| Operational 2: Lack of lenders to support mortgage lending | <ul style="list-style-type: none"> • The national nature of this scheme with a standard lease based on the HCA standard lease means that the scheme is attractive to mortgage lenders. • In addition, it is based on the 'tried and tested' LAMS scheme. | <ul style="list-style-type: none"> • Many lenders are interested in joining the Panel of Lenders as soon as local authority appetite can be confirmed. |
| Operational 3: Rent not paid or occupier falls into hardship | <ul style="list-style-type: none"> • Lease in place and opportunities for the Council to agree to reverse staircasing in the event of hardship. | |

(c) Human Rights Act and Other Legal Implications

There are no direct Human Rights Act or other legal implications arising from this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA associated with this report

(e) Property

The property implications are outlined in the Appendix.

(f) Policy impact

The scheme will have the following non financial policy benefits:

- By targeting key workers, the scheme will help business by aiding them to recruit people with the skills they need

- With full nomination rights, the Council can ensure release of affordable and social housing, by nominating aspiring home owners currently occupying these properties.
- By improving the quality of housing available, the scheme will help to stem the increase in HMOs in the area.
- The scheme works well alongside the Slough Regeneration Partnership, in particular addressing the Housing and Regeneration & Environment priorities of helping to deliver multi-faceted regeneration and the improvement of the environment.

5 **Supporting Information**

Background

Participation in the LAPP scheme will benefit the Council, residents and business as follows:

- Income and assets will increase over the life of the 5 YP creating revenue which will support delivery of Council services (Outcome 7),
- It will help alleviate pressures on the private rented sector, make good use of existing housing stock and improve the quality of housing in the area (Outcome 2)
- The scheme will be targeted towards key workers helping business to recruit people with the skills they need (Outcome 1)
- By encouraging people to move into the area, the local economy will be stimulated (Outcome 3)

The criteria and method by which referrals will be made will be clarified with the respective commissioners before the scheme is launched. These will be designed to ensure the above outcomes are addressed e.g. by focusing on key-workers, local residents initially.

The Cabinet will be provided with a detailed overview of the LAPP scheme developed by Capita Asset Services (CAS), and describes how it can be implemented by a local authority to focus on local housing needs.

The basic model is based on a 70/30 ownership model, i.e. 70% owned by the property occupier and 30% owned by the local authority (or RSL). However, each participating LA will have the option to vary the parameters to suit its priorities and circumstances. Subject to the approval of the recommendations in this report, these issues will be the subject of a detailed business plan.

The arrangement will remain in place for the full term of the mortgage but the indemnity will only be in place for the first five/seven years.

The Council has nomination rights and will set the qualifying criteria, such as terms of shares split (e.g. 70:30), total indemnities, loan size and qualifying post codes.

Once these parameters have been set, the mortgage lender will manage the operational side of the Scheme without any direct input from the local authority. The Scheme will achieve the same outcome as the existing shared ownership product with the buyer purchasing a 70% share of the property with a 95% mortgage with a local authority (or RSL / RP) purchasing the remaining 30% but uses a different legal and charging structure to achieve it.

6 **Conclusion**

The Committee is requested to comment on the scheme and make any recommendations to the Cabinet prior to its meeting on 14th September 2015 to:

Adopt LAPP in accordance with the outline provided within this report, and approve the following parameters:

- The maximum local authority purchased (rented) share of **£120k**

- The split between the two shares of **70%** purchased via mortgage and **30%** purchased by LA
- The maximum limit for the total indemnity to be offered of **£4.4m**
- The maximum loan size (based on maximum property valuation) of **£266k**
- The qualifying post codes in a schedule to the indemnity deed to cover **all in SBC area**
- Based on these parameters, a maximum investment of **£9.3m** (£13.7m total costs including repayment interest) would be required (plus a further £4.4m indemnity guaranteed by way of a deed) to provide approximately 100 mortgages via the scheme.

7 **Appendices Attached**

Appendix A – Financial and Property implications

8 **Background Papers**

None

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Options Appraisal

Options: Purchase 50, 100 or 200 properties, and charging rent as follows:

Option 1 (Maximum) : Amount bridging the gap between the mortgage paid by the buyer and the full rental value of the property

Option 3 (Minimum) : Amount required by the Council to cover its borrowing costs

Option 2 (Intermediate) : Intermediate level

| No of properties | Option 1: Maximum rent charged | Option 2: Intermediate rent charged | Option 3: Minimum rent charged |
|---------------------------------|--------------------------------------|---|--------------------------------------|
| Rent charge on 30% owned by SBC | £490 | £475 | £460 |

Option A: 50 properties - £4.65m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

| | A1 | A2 | A3 |
|--|---------------------|---------------------|---------------------|
| TOTAL CAPITAL commitment | £6,812,899 | £6,812,899 | £6,812,899 |
| Maximum indemnity - committed by guarantee | £2,170,000 | £2,170,000 | £2,170,000 |
| REVENUE: | | | |
| Rental stream - over 25 years | (£8,009,671) | (£7,764,477) | (£7,519,283) |
| Rent collection costs - over 25 years | £400,484 | £388,224 | £375,964 |
| Premium on mortgage receivable | (£669,472) | (£669,472) | (£669,472) |
| TOTAL REVENUE BENEFIT | (£8,278,659) | (£8,045,725) | (£7,812,791) |

Option B: 100 properties - £9.3m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

| | B1 | B2 | B3 |
|--|----------------------|----------------------|----------------------|
| TOTAL CAPITAL commitment | £13,625,798 | £13,625,798 | £13,625,798 |
| Maximum indemnity - committed by guarantee | £4,340,000 | £4,340,000 | £4,340,000 |
| REVENUE: | | | |
| Rental stream - over 25 years | (£15,784,142) | (£15,300,954) | (£14,817,766) |
| Rent collection costs - over 25 years | £789,207 | £765,048 | £740,888 |
| Premium on mortgage receivable | (£1,326,575) | (£1,326,575) | (£1,326,575) |
| TOTAL REVENUE BENEFIT | (£16,321,510) | (£15,862,481) | (£15,403,453) |

Option C: 200 properties - £18.6m**CAPITAL****TOTAL CAPITAL commitment**

Maximum indemnity - committed by guarantee

REVENUE:

Rental stream - over 25 years

Rent collection costs - over 25 years

Premium on mortgage receivable

TOTAL REVENUE BENEFIT

| | C1 | C2 | C3 |
|--|----------------------|----------------------|----------------------|
| TOTAL CAPITAL commitment | £27,004,411 | £27,004,411 | £27,004,411 |
| Maximum indemnity - committed by guarantee | £8,680,000 | £8,680,000 | £8,680,000 |
| REVENUE: | | | |
| Rental stream - over 25 years | (£30,745,083) | (£29,803,907) | (£28,862,731) |
| Rent collection costs - over 25 years | £1,537,254 | £1,490,195 | £1,443,137 |
| Premium on mortgage receivable | (£2,609,859) | (£2,609,859) | (£2,609,859) |
| TOTAL REVENUE BENEFIT | (£31,817,688) | (£30,923,571) | (£30,029,454) |

LAPP - Financial implications - NOTES

1 The maximum of and minimum local authority purchased (rented) share of £120k has been recommended for cabinet approval.

This relates to the 30% Council share of the property.

The current model uses £310k as av 3 bed property. This is the CURRENT median price. With increasing prices, should cap at a higher amount. Say £400k. Thus at 30% this is £120k

2 The maximum loan size (based on maximum property valuation) of £266k has been recommended for cabinet approval.

This relates to the share of the property covered by the buyer's mortgage (95% of 70% of property price).

As 1 above, if this is capped at £400, the maximum loan size is 95% of 70% of £400 i.e £266k

3 The maximum limit for the total indemnity to be offered of £4.4m has been recommended for cabinet approval.

This is the maximum indemnity at any one time, and based on the amounts required to cover 100 properties. £2.2m would be required for 50 and £8.7m for 200.

The Council will receive a premium of a fixed amount per mortgage completion, modelled at the typical rate of 3%. This model assumes that an average of 5% of mortgages are redeemed and renewed each year.

4 Av rent to be charged

Max rent we could charge pcm

Monthly mortgage paid on 66.5% of av 3 bed

£860

Av rent for 3 bed property pcm

£1,350

Difference = max rent chargeable

£490

£490

Maximum rent

Intermediate rent we could charge pcm

£475

£475

Intermediate

Min rent we could charge pcm to recover investment

Interest pcm at PWLB loan rate

£459

£460

Minimum rent

5

Annual rental income when running at full property purchase:

| | Option 1: Maximum rent | Option 2: Intermediate | Option 3: Minimum rent |
|--------------------------|---------------------------|---------------------------|---------------------------|
| A: 50 properties | £294,000 | £285,000 | £276,000 |
| B: 100 properties | £588,000 | £570,000 | £552,000 |
| C: 200 properties | £1,211,280 | £1,174,200 | £1,137,120 |

LAPP - Financial implications - NOTES

6 Rate of scheme uptake

| Purchases per year | 2016/7 | 2017/8 | 2018/9 | 2019/20 | Total |
|--------------------|--------|--------|--------|---------|-------|
| A: 50 properties | 15 | 35 | 0 | 0 | 50 |
| B: 100 properties | 15 | 60 | 25 | 0 | 100 |
| C: 200 properties | 15 | 60 | 75 | 50 | 200 |

The financial model assumes that a maximum of 4% of the total property purchases in Slough Borough Council over the first three years will be made using the LAPP scheme.

7 Sensitivity analysis

Option B2 is developed based on average rents for a 3 bed property at £1,350, The following analysis shows that av rents could be as low as £1,265 before the breakeven point is reached.

| Option B: 100 properties | B2 | Breakeven |
|--|----------------------|----------------------|
| Average SBC rents | £1,350 | £1,265 |
| SBC rent on 30% share of property held | £475 | £405 |
| TOTAL CAPITAL commitment | £13,625,798 | £13,625,798 |
| REVENUE: | | |
| Rental stream - over 25 years | (£15,300,954) | (£13,046,076) |
| Rent collection costs - over 25 years | £765,048 | £652,304 |
| Premium on mortgage receivable | (£1,326,575) | (£1,326,575) |
| TOTAL REVENUE BENEFIT | (£15,862,481) | (£13,720,348) |
| Forecast surplus | (£2,236,683) | (£94,550) |

Indemnity breakeven

With Option B2 above, assuming an average mortgage turnover of 5% per year, the maximum cumulative indemnity provided over the life of the scheme is £9.3m (i.e. £4.3m on initial 100 mortgages, plus a further £5m as mortgages are granted to new buyers).

Note that if the total properties in the scheme remain at 100, at any one time the maximum exposure will be £4.3m.

Up to 24% of buyers would need to default, with a maximum claim on the indemnity, before the £2.2m forecast surplus is completely eroded.

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