

Date of issue: Friday, 6 November 2015

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Bal, N Holledge, Malik, Rana and Usmani)
DATE AND TIME:	THURSDAY, 12TH NOVEMBER, 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:-

* Item 5 was 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 2	1 - 82	All

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny **DATE:** 12th November 2015

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

(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

FINANCIAL & PERFORMANCE REPORT – Q2 2015-16**1 Purpose of Report**

- To provide the 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

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 Cabinet on 16th November 2015.

- Write off requests and virements
- The current financial forecast position, balanced scorecard and update on Gold projects

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

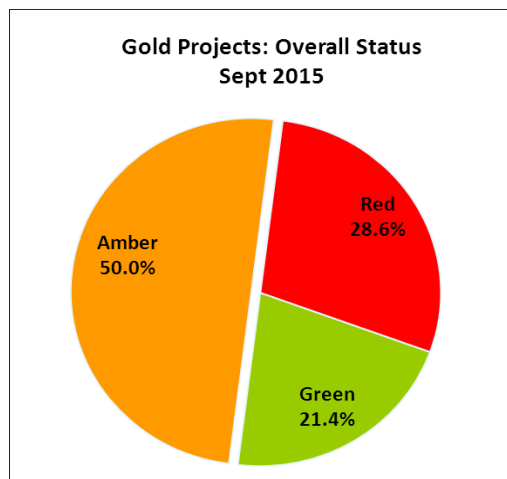
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

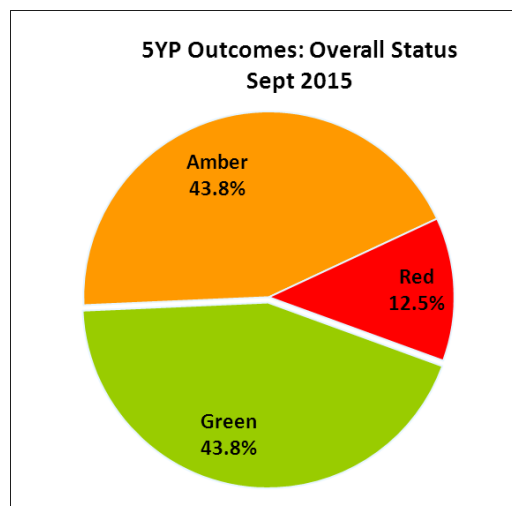
5 **Supporting Information**

- 5.1 The Council is forecasting overspend of £2.046m as at month 6 after allowing for additional funding sources. This is a worse position compared to month 5 when the Council reported a potential £2.491m overspend. Whilst the month 5 overspends within the Children and Families and Adult Social Care and Health Partnerships services remain there is an additional pressure within the Public Health service with a forecast overspend of £0.439m.
- 5.2 Service action plans have reduced the underlying overspend. Whilst no additional savings are expected from the Children and Families service the Adult Social Care service remains committed to ensuring all steps are taken to get as close to break-even as possible. The result of these action plans is shown in the summary budget monitor attached as appendix A.

- 5.3 The summary of the seven Gold projects updates submitted as at September 2015 indicates that the overall status of one project has been assessed as 'Green', one as 'Green/Amber', three as 'Amber' and two as 'Red'.



- 5.4 The summary of the eight 5YP outcome highlight reports submitted as at September 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' one as 'Amber/Green' and one 'Red'.



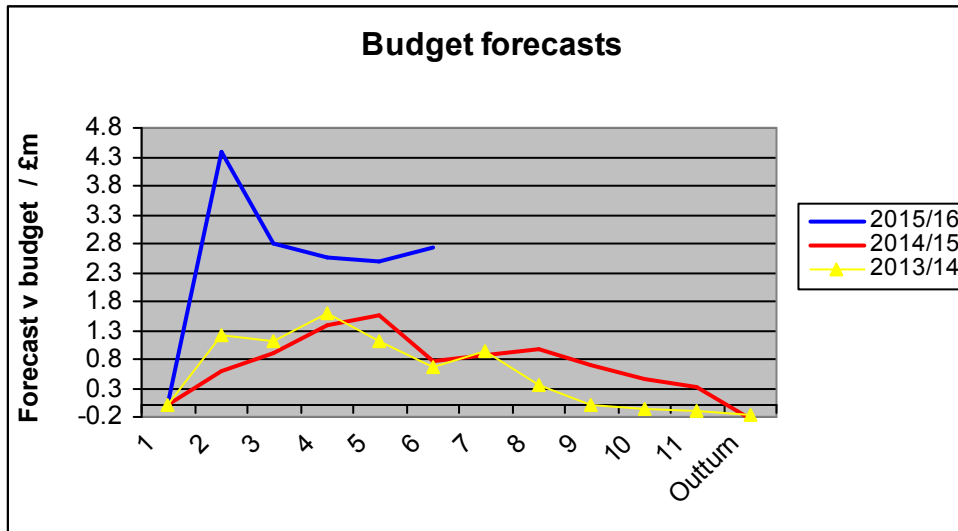
Executive Report

6 Introduction

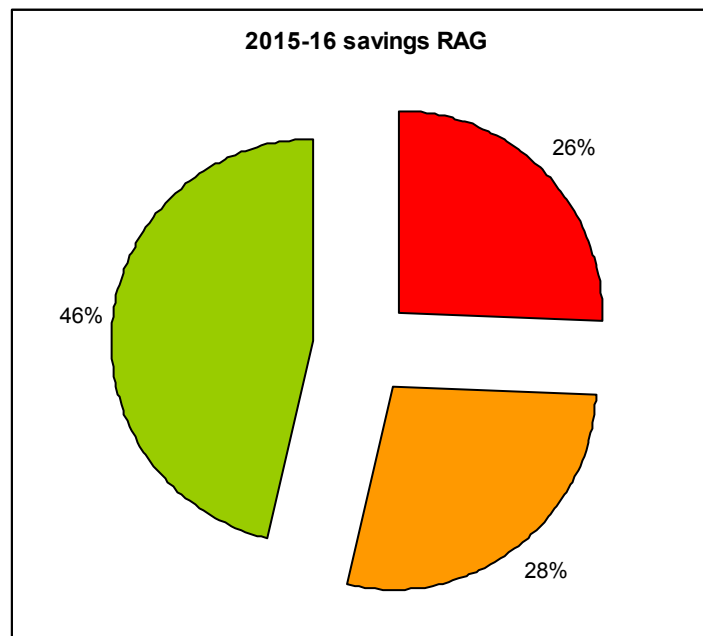
- 6.1 This is the second quarter report to Cabinet for the 2015-16 financial year in respect of the financial and performance position of the Council

7 Financial Performance

- 7.1 The Council is forecasting overspend of £2.046m as at month 6. The main service areas showing variation from budget are Children and Families, Adult Social Care and Health Partnerships, Public Health and Housing and Environment. These have been offset by other service and some corporate under spends.



7.2 Of the £10.0m of savings for 2015-16, nearly a half, £4.6m (46%) are now showing as green, with £2.6m (26%) showing as red, and £2.8m (28%) as amber.



7.3 Wellbeing Directorate

The Directorate's net controllable Revenue budget for 2015/16 is **£59.825m**. The current total projected net expenditure is **£66.849m** and therefore the Directorate is presently forecasting an underlying overspend of **£7.0m** (11%). This is an increase of **£0.294m** on the previous month. This is due to the new pressure on the Public Health Service and is summarised in the table below:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	24,828	4,455	4,456	-1	22%
Adult Social Care	34,444	36,293	1,849	1,938	-89	5%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-13	5	-44%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,825	66,849	7,025	6,731	294	11.7%

7.4 The proposals from **Adult Social Care** to reduce the pressure being forecast currently amount to **£1.4m** and if fully achieved will reduce the pressure in this service area to **£0.7m**. These proposals are still worked on but there is a reasonable chance that not all of these will be achieved. However the service is committed to ensuring that all steps are taken to get as close to break even as possible. No additional savings are expected from **Children & Families** services but if the growth monies are finally released to the Service budgets, this would reduced the pressure being forecast as currently updated summary position would be as follows:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	22,435	2,062	2,066	-4	10%
Adult Social Care	34,444	35,049	605	693	-88	2%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-15	7	-41%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,825	63,213	3,389	2,944	294	5.7%

7.5 CHILDREN, YOUNG PEOPLE & FAMILIES

The budget pressure in this service area has stayed unchanged at **£4.5m** (22%). If the growth funds are approved and the modelled savings achieved then the forecast could be reduced to **£2.1m**. The underlying budget position shows substantial budget pressures on LAC of **£1.7m** and Staffing of **£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	8,773	1,720	1,720	0
Commissioning & Social Work	6,372	8,824	2,452	2,452	0
Learning Disabilities and Difficulties	2,018	1,906	-112	-111	-1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	649	808	160	160	0
Family Placement Service	2,512	2,896	384	384	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
Total	20,373	24,828	4,455	4,456	-1

7.6 If the financial effect of the actions above and if the growth bid funds are finally 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	8,311	808	801	7
Commissioning & Social Work	7,309	8,279	970	1,108	-138
Learning Disabilities and Difficulties	2,018	1,907	-111	-111	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	160	0
Family Placement Service	2,512	2,896	384	257	127
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
Total	21,778	23,840	2,062	2,066	-4

7.7 Children Looked After

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 which is roughly the same as last year.

7.8 Staffing Budgets

This forecast is £2.4m, (reduced from £2.6m however see offsetting pressure on the Family Placement Service). It 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.

7.9 Early Help

The forecast in this service is unchanged at **£149k**. This is due to payment of £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date. 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.

7.10 ADULT SOCIAL CARE

This service has an underlying budget pressure of **£1.9m**, an increase of **£61k**. The budget pressure is due to slippage on the savings agreed for this year. Of the £2.7m savings planned for this year the service has to deliver only **£1.011m** resulting in slippage of **£1.7m**. Therefore additional recovery plans of **£1.5m** have so far been developed and if fully achieved will leave a shortfall on the planned savings of **£254k** and a revised budget pressure if the shortfall of £254k is not realised of **£605k**. The service is aware that it is expected to break even and therefore further work is being done to develop additional proposals to be implemented this year. The savings position for the service alongside the Action Plan is shown in the table below.

Savings	Original savings	Achieved savings	Slippage	Recovery plans	Gap
Transformation: LD Change	1,000,000	670,526	329,474	301,100	28,374
Transformation: Review MH Day Services, High Cost placement & Supported Living	100,000	100,000	0	0	0
Service Reform: Review and reform of Extra Care; Internal Day & Residential services	350,000	50,000	300,000	0	300,000
Prevention & Early intervention :Community & Vol Sec Commissioning & Telecare	275,000	0	275,000	211,207	63,793
Transformation: Reform of Social care 1 Promoting Independence	500,000	50,000	450,000	926,278	-476,278
Transformation: Reform of Social care 2 Front Door, brokerage, Assessment and reviewing	300,000	0	300,000	0	300,000
increased Income	189,000	141,000	48,000	10,000	38,000
Grand total	2,714,000	1,011,526	1,702,474	1,448,585	253,890

7.11 The underlying summary forecast for the service is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Support Admin	778	-637	-1,415	-1,293	-122

Access & Long Term I & S	2,645	2,959	314	320	-6
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	20,413	3,195	3,170	25
Commissioning & Contracts	5,521	5,271	-251	-139	-111
Total	34,444	36,293	1,849	1,938	-89

7.12 If the savings shown above of **£1.4M** less the gap of **£254k** are added to the current underlying forecast then the summary would be as follows:

7.12 NON SCHOOLS

There is a pressure of **£290k** forecast for this service area. **£275K** is reflecting 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. There is increase in costs of **£52K** for SEN agency now remaining until end of December until Structure after the Children's Trust is established. Troubled Families Programme has now moved in to Non Schools following establishment of CST and is currently predicting an under spend of **£37K**

7.14 PUBLIC HEALTH

This service is now reporting a budget pressure of **£439k**. The implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have now been factored in. The grant is due to be reduced as indicated, meaning a loss of funding totalling **£436k**. The Service has looked at all the Contracts and given noticed were it can, but due to the Joint Arrangements that all Berkshire Unitaries have agreed to a reduction in those contracts is unlikely to be realised this financial year

7.15 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £649k, 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. 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 reduce the switch to private tenants and learning from best practice in other local authorities.

7.16 The above Financial pressures are being offset by a number of additional funding sources that is helping to reduce the projected overspend by £2.1m.

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
MRP Adjustment	719

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

8 Virements

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

Service Area		Amount	Reason
From	To	£'000	
Wellbeing	Contingency	1,293,000.00	Transfer of 15/16 Growth.
Reserves	Wellbeing	18,500.00	Release of Transformation Reserve.
Customer and Community Services	Regeneration, Housing and Resources	33,800.00	Transfer of Orchard Youth Centre premises budget to Corporate Landlord.
Customer and Community Services	Regeneration, Housing and Resources	17,952.00	Transfer of The Curve premises budget to Corporate Landlord.
Wellbeing	Regeneration, Housing and Resources	45,920.00	Transfer of budget to Home Improvements CC.
Customer and Community Services	Chief Executive	50,000.00	Transfer of 2015/16 Savings Allocation.
Wellbeing	Customer and Community Services	336,200.00	Transfer of Domestic Abuse Budget.

9 Gold Project Update

9.1 The summary below provides CMT with an update on the Council's Gold Projects as at the 30th September 2015. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E**.

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

9.3 Monthly Period Summary

- This report covers seven Gold Projects in total; highlight reports have been received in time for this report with the exception of:
 - Slough Children's Services Transition. This project has now closed. A closing report will be issued shortly.
- Of the seven project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following which is submitted in draft:
 - Safeguarding Improvement Plan
- Of the seven submitted highlight reports, one been assessed to have an **overall** status of '**Green**', one at '**Green/Amber**', three at '**Amber**' and two at '**Red**'.
- For '**Timeline**' four projects have been evaluated at '**Green**' status, two at '**Amber**' and one at '**Red**'.
- For '**Budget**' four are assessed at '**Green**' and three at '**Amber**'.
- For '**Issues and Risks**' two have been evaluated at '**Green**', three at '**Amber**' and two at '**Red**'.

- One project, 'Accommodation & Flexible Working', has been assessed as '**Green**' for all aspects.
- School Places Programme has been addressed as '**Red**' for '*Issues and Risks*' and '*Overall Status*'.
- The Curve has been addressed as '**Red**' for '*Timeline*', '*Issues and Risks*' and '*Overall Status*'. The anticipated Project end date of the project has extended from 31/12/2015 to 29/01/2016.

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

**Project Manager / Sponsor assessed status of Gold Projects as at:
30th September 2015**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	GREEN	Green	Green	Green	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	<p>Leadership and management development:</p> <ul style="list-style-type: none"> • Support development opportunities for MDP participants to take part in corporate projects • Support take up and facilitation of MDP <p>Governance:</p> <ul style="list-style-type: none"> • Programme Management to be operational from October <p>Customer Focus:</p> <ul style="list-style-type: none"> • SD CCS to steer focus, capacity and targets for achieving savings outcomes <p>Staff sickness:</p> <ul style="list-style-type: none"> • CMT continue to review scorecards on a quarterly basis <p>IT infrastructure:</p> <ul style="list-style-type: none"> • CMT to support ICT strategy and delivery to ensure infrastructure supports modern

						<p>E learning methods including availability of video and audio</p> <p>Staff engagement</p> <ul style="list-style-type: none"> All SLT to commit to team visits Effective communication and to build communication plans into any change programme
Implementation of an integrated ERP (Enterprise Resource Planning) Solution	AMBER	Green	Green ↑ (was Amber)	Green	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	Amber	Amber	Approved	CMT to note the report and the progress that is being made to deliver the savings, the potential shortfall in savings in 15/16 and mitigating actions and improved outcomes for people.
Safeguarding Improvement Plan	GREEN/ AMBER	Green	Amber	Amber	Draft	CMT to agree that the Safeguarding Improvement Board Gold Project be closed down and consideration be given to establishing a new Gold Project (if requirements are met) for supporting and monitoring improvements in the children's social care provision delivered by the Slough Children's Services Trust.
School Places Programme	RED ↓ (was Amber)	Amber	Green	Red ↓ (was Amber)	Approved	<ul style="list-style-type: none"> To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand. To consider how the demand for school places may evidence risks to the borough's housing service and other services. 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.
Slough Children's Services Transition	This project has now closed. A closing report to follow.					
The Curve	RED ↓ (was Amber)	Red ↓ (was Amber)	Amber	Red ↓ (was 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**

10 Council's 5YP Outcome Update

10.1 The summary below provides CMT with an update on the Council's 5YP outcome updates as at the 30th September 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

10.2 Monthly Period Summary

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

10.4 Of the eight highlight reports which have been RAG-rated as at September 2015 the overall status of three has been assessed as 'Green', three as 'Amber' one as 'Amber/Green' and one 'Red'.

10.4.1 For 'Timeline' five projects have been evaluated at 'Green' status, two at 'Amber' and one 'Red'.

10.4.2 For 'Budget' two are assessed at 'Green', five at 'Amber' and one 'Red'.

10.4.3 For 'Issues and Risks' one has been evaluated at 'Green' status, five at 'Amber', one at 'Amber/Green' and one 'Red'.

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

Outcome Leads assessed status of 5YP 8 Outcomes as at: 30th September 2015

	5YP Outcome	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	
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

						<p>Budget plans to impose 4% rent reduction.</p> <ul style="list-style-type: none"> • 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. • National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.
3	The centre of Slough will be vibrant, providing business, living, and cultural opportunities	GREEN	Green	Amber	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	Green	Amber	Amber/Green	<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; need to maintain momentum. • Prevent Co-ordinator in place 1st September. • CSE Co-ordinator currently being recruited.
5	Children and young people in Slough will be healthy, resilient and have positive life chances	RED	Red	Red	Red	<ul style="list-style-type: none"> • Provision of children's social care services outside of local authority control, whilst SBC retains statutory responsibility for provision.

						<ul style="list-style-type: none"> • Introduction of fully operational MASH delayed until spring 2016. • Review of services provided by Cambridge Education to include services which will transfer into the SCST following ministerial direction, and services which will need to be re-commissioned. • School places: Higher than expected numbers of school applications years 1-6. Possible impact of further inward migration and asylum seeker arrivals.
	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	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. <ul style="list-style-type: none"> 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**.

11 Capital

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

	Revised 15-16 Budget	Actual Sept 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,133	5,665	19,530	25.27%
Wellbeing	15,025	4,598	12,764	15.05%
Customer & Community Services	13,331	1,886	6,537	50.96%
Housing Revenue Account	19,838	3,906	9,285	53.20%
Total	74,326	16,055	48,116	35.26%

11.2 The Council expects to spend 65% of the total programme by the end of the 2015/16 financial year. A more detailed directorate narrative is attached as Appendix B.

12 Write Offs

12.1 A net total of £0.892m has been written off during the second quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £0.948m). The overall total has been reduced as there have been some credit write backs. 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 Tenants Arrears	Sundry Debtors	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	462,254.46	36,232.11	3,169.40	2,463.21	339.93	504,459.11
Vulnerable persons		636.57	78.60	4,453.96	966.27	6,135.40
Deceased		2,382.08	7,494.65	5,923.01		15,799.74
Statute Barred / Unable to Enforce	250,833.65	1,517.36		8,281.77		260,632.78
Instruction from Client				141.59		141.59
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	382,049.04					382,049.04
Misc. (incl uneconomical to pursue Credit Balances)	37,231.72	418.53	315.18	632.85	0.04	38,598.32
	(184,586.64)	(130,799.87)				(315,386.51)
	947,782.23	(89,613.22)	11,057.83	21,896.39	1,306.24	892,429.47

13 Conclusion

- 13.1 The Council overspend continues to is currently estimated to be £2.046m 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.
- 13.2 Of the seven Gold project updates submitted five have been assessed as 'Amber', one as 'Green'/'Amber' and one as 'Green'.
- 13.3 Of the seven 5 Year Plan outcome highlight reports three have been assessed to have an overall status of 'Green', two as 'Amber', one as 'Amber'/'Green' and one as 'Unassigned'.

14 Appendices Attached

- 'A' - Summary Revenue Forecasts
- 'B' - Capital Monitor
- 'C' - Revenue Narrative
- 'D' - Savings RAG
- 'E' - Gold Projects Summary
- 'F' - 5YP Outcome Performance Updates

15 Background Papers

- '1' - Supporting working papers held in finance

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SLOUGH BOROUGH COUNCIL
2015/16 BUDGET MONITORING
PERIOD 6 - SEPTEMBER 2015

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	34.444	35.049	0.605
Central Management	0.019	0.011	(0.008)
Children and Families	20.373	22.435	2.062
Education (Non-Schools)	5.725	6.016	0.291
Public Health	(0.400)	0.039	0.439
Total Wellbeing	60.162	63.551	3.389
Total Schools	(0.337)	(0.337)	0.000
Total Wellbeing and Schools	59.825	63.214	3.389
<u>Customer and Community Services</u>			
Transition	0.000	0.000	0.000
Customer Services & IT	0.043	0.034	(0.009)
Learning & Community	2.224	2.344	0.120
Wellbeing & Community	3.312	3.249	(0.063)
Public Protection	1.141	1.231	0.090
Planning & Building Control	0.567	0.472	(0.095)
Strategic Management	0.366	0.366	0.000
Transactional Services	8.308	8.383	0.075
Contracts, Commissioning & Procurement	1.030	0.864	(0.166)
Total Customer and Community Services	16.991	16.943	(0.048)
<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	14.111	14.418	0.307
Estates and Regeneration	10.323	10.615	0.292
Total Regeneration, Housing and Resources	26.500	27.149	0.649
<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	(0.139)	(2.083)	(1.944)
Total General Fund	106.893	108.939	2.046
% of revenue budget over/(under) spent by Services			1.9%
Total Non Departmental Costs	0.765	0.765	0.000
Total General Fund	107.658	109.704	2.046
% of revenue budget over/(under) spent in total			1.9%

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CAPITAL MONITORING REPORT AT 30th SEPTEMBER 2015**Consolidated Capital Budgets 2015-16**

	Revised 15-16 Budget	Actual Sept 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,133	5,665	19,530	25.27%
Wellbeing	15,025	4,598	12,764	15.05%
Customer & Community Services	13,331	1,886	6,537	50.96%
Housing Revenue Account	19,838	3,906	9,285	53.20%
Total	74,326	16,055	48,116	35.26%

Detailed Directorate Narrative

Wellbeing

The Capital Budget for Wellbeing which includes the schools capital programme is £15.025m a large increase when compared to the 2014-15 budget. The most significant carry forward from last year was £1.135m from the Primary Expansion budget. The biggest item of this was the construction of a 3G pitch at Langley Academy where the whole of the £400k project was delayed. Other significant under spends in this project include capital works at Godolphin Junior of £120k, Penn Wood £238k and Ryvers £112k. Other slippage in this area had already been re-profiled into 2015-16 and was incorporated into the 2015-16 Capital Strategy as approved by Cabinet in January 2015. In July, Cabinet increased the budget for the Arbour Park Capital Project. Following approval at Cabinet in July, the East Berkshire Capital Project has been added to this report.

The following budgets have been re-profiled during 2015-16 which has reduced the 15-16 budgets in this area to £15.025m

Project	Re-profile to 16-17
P051 Primary Expansion	1,651
P076 Town Hall Expansion	25
P101 SEN Resources Expansion	500
Special School Expansion	730
P146 Arbour Park	400
Total Re-profile request	3,306

Resources, Housing and Regeneration

The revised budget for this Directorate in 2015-16 is now £26.133m. The biggest carry forward is in respect of The Curve where an under spend of £4,273k has been carried forward from

2014-15. The revised budget of £9,443k for The Curve is due to be spent this year. Other large capital budgets under this directorate include A332 Windsor Road Widening Local Enterprise Partnership (LEP) Scheme, The A335 Tuns Lane LEP Scheme and the Slough Mass Rapid Transit Scheme (MRT) with a combined Capital Budget of over £10.5m. Capital works on the Stoke Poges Footbridge is also due to be completed this year. In July, Cabinet increased the budget for Land Acquisition at Chalvey to £1m but the Council were unsuccessful at auction and this budget has now been removed from the Capital Programme. Another large budget that will no longer be required is the Housing Subsidiary Budget and this has also been removed from the Capital Programme.

Customer & Community Services.

The revised budget in 2015.16 is £13.331m which includes large projects for the Accommodation Strategy, Cemetery and Crematorium and the Financial Systems Upgrade.

The works to upgrade the air conditioning and electrical systems at St Martin Place are likely to be completed by October 2015 though there was an under spend of £1,130k in 2014.15.

With regard to the remaining IT Capital budgets, there were delays to project expenditure as there was uncertainty over what is to be immediately transferred to arvato as part of Transactional Phase 2. Following approval in February 2015, expenditure on the IT Infrastructure Refresh has now commenced after a long delay.

The Council has commenced the upgrade of the financial and HR system; spend to date includes the procurement of the new systems perpetual licences, with commitments into the future for project delivery through the Council's transactional services partner, arvato, as well as with the software provider to build the new system. The Council anticipates that the finance & procurement part of the system will be implemented in autumn 2015 and the HR / payroll element in April 2016. An under spend of £1,384k has been brought forward from 2014-15. Through the programme, the Council anticipates making revenue savings of circa £500k to existing budgets, as well as ensuring that the Council has an improved system for capturing financial and HR data and working in a more effective and efficient manner. The New ice Capital Budget has been removed until greater clarification is known about future options for new ice.

Housing Revenue Account

The Housing Revenue Account Capital Programme for 2015-16 has a budget of £19.838m which includes slippage of £7,910k from the 2014.15 capital programme.

A request has been made to increase the P544 Affordable Warmth/Central Heating budget by £384k following contributions received during 2014-15.

The biggest item of the HRA Capital Budget is for the provision of new Affordable Homes which includes development of the Lynch Pin Public House as agreed at April's Capital Strategy Board.

The council has signed a retention agreement with DCLG that allows it to keep the Right to Buys receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing. However the council is committed to spending the following amounts under the terms of the agreement by the specified dates.

Date	Required Amount of New Build Expenditure (000s)
30-Jun-15	352
30-Sep-15	1,391
31-Dec-15	1,399
31-Mar-16	4,573
30-Jun-16	8,179
30-Sep-16	10,244
31-Dec-16	13,158
Date	Required Amount of New Build Expenditure (000s)
31-Mar-17	15,593
30-Jun-17	18,604
30-Sep-17	21,771
31-Dec-17	23,994
31-Mar-18	27,632
30-Jun-18	29,342
30-Sep-18	32,400

For the period 1st April 2012 to 30th September 2015, the council had spent £5,436k on Affordable Housing, so will meet the required expenditure up to March 2016. However failure to meet the above expenditure profile on the provision of Affordable Housing will mean the council would need to repay the receipts it has retained and this would include interest charges.

Community Investment Fund

A request was made at a recent meeting of the Capital Strategy Board for an update on the Community Investment Fund Capital Budget. The budget for 2015-16 is £650k and when 2014-15 under spends are included the revised budget is £1,198K.

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Education Services									
Primary Expansions (Phase 2 for 2011)	Tony M	Ongoing	6,593	3,158	2,000	1,435	6,593	0.00%	£1,651K moved into 2016-17. Less will be spent on St Mary's and James Elliman in this year than expected.
Town Hall Conversion	Tony M	01-Apr-17	590	475			475	19.53%	£300K moved from 2015-16 to 2016-17. The project has been increased in scope. Design, planning and tendering have pushed back the start on site date.
Expand Littledown School	Tony M	COMPLETE	4				0	100.00%	
Schools Modernisation Programme	Tony M	01-Jan-16	3,068	656	1,700	712	3,068	0.00%	Anticipating overspend once tenders for Montem, Piipins and Wexham Primary roof projects are received. Will fund with Basic Need.
SEN Resources Expansion	Tony M	Ongoing	200		180	20	200	-0.03%	£300k moved from 2015-16 to 2016-17. The project is agreed but larger projects unlikely to start until 15-16.
Children's Centres Refurbishments	Kate A	01-Sep-15	85	31			31	63.53%	
Schools Devolved Capital	G Grant	01-Sep-15	142	(141)	157	126	142	0.00%	
Haymill/Haybrook College Project	Tony M	01-Sep-15	27	(2)	20		18	33.16%	
Willow School Expansion	Tony M	01-Sep-15	13	15	6		21	-66.86%	Further funding allocated under P051.
DDA/SENDA access Works	Tony M	Ongoing	75				0	100.00%	Provisional sum to meet our duties around DDA for particular pupils
Youth/Community Centres Upgrade	A Lakhan	01-Oct-15	100				0	100.00%	

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
2 Year Old Expansion Programme	Kate A	Ongoing	646	290			290	55.11%	Please move £730K into following year. This was a provisional sum, Programme is agreed but larger projects unlikely to start on site in this financial year.
Penn Rd & Chalvey Grove Children's Centre	Kate A	01-Jan-17	88	31			31	64.96%	
Lea Nursery Heat Pump	Tony M	COMPLETE	10				0	100.00%	
Special School Expansion- Primary, Secondary & Post 16	Tony M	01-Jan-22	400		100	300	400	0.00%	£730K moved into following year. Larger projects unlikely to start on site in this financial year.
Children's Centres IT	Kate A		60				0	100.00%	
School Meals Provision	Tony M	01-Oct-15	155		50	50	100	35.67%	
Secondary School Expansions	Tony M	Ongoing	500				0	100.00%	Unlikely to get beyond design stage in 15-16
Arbour Park	Tony M	01-Jan-17	413	14			14	96.61%	Full council approval
Total Education Services			13,169	4,527	4,213	2,643	11,383	13.56%	
Customer & Community Services									
Cemetery Extension	Ketan G	31/03/2016	1,499	(29)	505	518	994	33.68%	Based on planning permission being granted by Bucks CC
Slough Play Strategy	Ketan G		3			3	3	0.00%	
Repairs to Montem & Ice	Ketan G		423	52	20	30	102	75.91%	Reactive budget
Herschel Park	Ketan G		86		10	10	20	76.74%	
Crematorium Project	Ketan G		2,460	71			71	97.11%	Building works currently out to tender

Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Leisure Capital Improvements- Langley, Ten Pin, The Centre	Ketan G		1,292			50	50	96.13%	Works commence March 2016
ERP Financial System Upgrades	J Holmes	01/04/2016	1,384	238	600	400	1,238	10.52%	Project expected to complete in early 2016
Baylis Park Restoration	Ollie K	31/03/2016	526	7	265	254	526	-0.06%	
Upton Court Park Remediation	Ollie K	30/09/2015	10		10		10	0.00%	
Salt Hill Park	Ketan G		88				0	100.00%	
Civica E-Payment Upgrade	R Parkin	31/03/2016	20			20	20	0.00%	
Accommodation Strategy	R Parkin	01/10/2015	1,330	736	297	297	1,330	-0.02%	
Expansion of DIP Servers	S Pallet		150		69	17	86	42.67%	
IT Disaster Recovery	S Pallet		821		380	93	473	42.39%	
Cippenham Green	S Gibson		500				0	100.00%	Slop into 16.17
Hub Development	S Gibson		200				0	100.00%	Slop into 16.17
IT Infrastucure Refresh	S Pallet		1,095	633	507	124	1,264	-15.45%	
Replacement of SAN	S Pallet		148		69	17	86	41.89%	
Community Investment Fund	Various		1,047	165			165	84.23%	
CCTV Relocation	P Webster	31/03/2016	99	13	43	43	99	0.39%	
Community Leisure Facilities	Philip Wright		150				0	100.00%	
Total Customer & Community Services			13,331	1,886	2,775	1,876	6,537	50.96%	
Community and Wellbeing									
Social Care IT Developments	Alan S	31/03/2016	52			52	52	0.00%	
Supported Living	Alan S	31/03/2016	600			50	50	91.67%	
Extra Care Housing	Alan S	31/03/2017	999	71		928	999	0.05%	
Care Act	Alan S	31/03/2016	280		95	185	280	0.00%	
Total Community and Wellbeing			1,931	71	95	1,215	1,381	28.50%	

Resources, Housing and Regeneration									
Project	Lead Officer	Expected Completion Date	Revised Budget 2015-16	Actual Sept 15	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Disabled Facilities Grant	N Aves	Ongoing	406	57	161	188	406	0%	
Street Lighting Improvement Phase 2	A Deans	31/03/2016	255	13	170	72	255	0%	
Highway & Land Drainage Improvements	A Deans	Ongoing	84	19	35	30	84	0%	
Catalyst Equity Loan Scheme	N Aves	31/03/2016	27			27	27	0%	
The Curve	Fin Garvey	31/03/2016	9,443	4,656	3,152	1,635	9,443	0%	
Corporate Property Asset Management	S Gibson	Ongoing	491	226		161	387	21%	
Major Highways Programmes	A Deans	Ongoing	703	(12)	391	324	703	0%	
Highway Reconfigure & Resurface	A Deans	Ongoing	576	101	475		576	0%	
Britwell Regeneration			114	132			132	-16%	
Chalvey Hub	S Gibson		170	7		18	25	85%	Project complete £25k retention
Colnbrook By-pass	A Deans	31/03/2017	131				0	100%	Waiting for outcome of public enquiry. Unable to commence until 16/17
Garage Sites Stage 7	N Aves	31/03/2016	111			89	89	20%	
Demolitions	S Gibson		317	93	10	214	317	0%	
Stoke Poges Footbridge	A Deans	31/03/2016	410			410	410	0%	
Windsor Road Widening Scheme	S Gibson		412	64		355	419	-2%	
A332 Windsor Road Widening LEP	S De Cruz		4,609	10	1,000	502	1,512	67%	Will be clarified Oct
A335 Tuns Lane LEP Transport Scheme	S De Cruz		2,611	52	1,000	1,500	2,552	2%	Will be clarified Oct
Slough MRT	S De Cruz		3,600	153	1,000	250	1,403	61%	Will be clarified Oct
Flood Defence Measures SBC/EA Partnership	A Deans		100				0	100%	Not required until 16/17
Plymouth Road (dilapidation works)	S Gibson		197			50	50	75%	

Relocation of Age Concern	S Gibson		27	2			2	93%	No further spend expected
Air Quality Grant	J Newman	31/03/2016	67		30	37	67	0%	
DEFRA Air Quality	J Newman	31/03/2016	42	11	15	15	41	2%	
Replacement of Art Feature	A Deans		12			12	12	0%	
Local Safety Scheme Programme	S Decruz		143	81	0	62	143	0%	
Station Forecourt	A Deans	31/03/2016	20				0	100%	Relinquish budget
Infrastructure	A Deans	31/03/2016	155		40	115	155	0%	
Bath Road Redevelopment	S Gibson		300			100	100	67%	Access land to be acquired
Northborough Park	S Gibson		250				0	100%	Subject condition survey
Redevelopment of Thomas Grey Centre	S Gibson		50			50	50	0%	subject reloc registrars
Installation of 3 Electric Vehicle Rapid Chargers	J Newman	31/03/2016	200			100	100	50%	Subject to OLEV approving new fund bid in Autumn carry forward likely into 16/17 before completion
Carbon Management	J Newman	31/03/2016	100			70	70	30%	carry forward to meet asset challenge 16/17 and 17/18 spend - the 70k is for EV pool cars based on approved business case for grey fleet management
Total RHR (including Heart of Slough)			26,133	5,665	7,479	6,386	19,530	25.27%	
TOTAL GENERAL FUND			54,563	12,149	14,562	12,120	38,831	28.83%	

Project	Lead Officer	Expected Completion Date	Revised 15-16 Budget £'000	Actual Expend SEP 2015	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Affordable Warmth/Central Heating	J Griffiths/Adrian T	Ongoing							
Boiler Replacement	J Griffiths/Adrian T	Ongoing	0				0		
Heating / Hot Water Systems	J Griffiths/Adrian T	Ongoing	0				0		
Insulation programmes	J Griffiths/Adrian T	Ongoing	1,330	1,389	125	175	1,689	-26.99%	
Window Replacement	J Griffiths/Adrian T	Ongoing					0		
Front / Rear Door replacement	J Griffiths/Adrian T	Ongoing	356	381	60	45	486	-36.52%	Comined Window & Door Scheme
Kitchen Replacement	J Griffiths/Adrian T	Ongoing	2,088	81	20	20	121	94.20%	Property advised by Housing currently on hold
Bathroom replacement	J Griffiths/Adrian T	Ongoing	692		15	15	30	95.66%	Property advised by Housing currently on hold
Electrical Systems	J Griffiths/Adrian T	Ongoing	263		15	15	30	88.59%	Property advised by Housing currently on hold
External Decent Homes Work	J Griffiths/Adrian T	Ongoing					0		Property advised by Housing currently on hold
Roof Replacement	J Griffiths/Adrian T	Ongoing	149				0	100.00%	
Structural	J Griffiths/Adrian T	Ongoing	598	421	90	80	591	1.17%	
DISH	J Griffiths/Adrian T	Ongoing					0		
Decent Homes			5,476	2,272	325	350	2,947	46.18%	
Winvale Refurbishment	J Griffiths/Adrian T	Ongoing	17	0			0	100.00%	
Garage Improvements	J Griffiths/Adrian T	Ongoing	290	1	85	115	201	30.72%	
Mechanical Systems /Lifts	J Griffiths/Adrian T	Ongoing	219	296	65	35	396	-80.82%	
Lifts	J Griffiths/Adrian T	Ongoing					0		

Project	Lead Officer	Expected Completion Date	Revised 15-16 Budget	Actual Expend SEP 2015	Q3	Q4	Projected Outturn	Slippage %	Reason for Slippage
Capitalised Repairs	J Griffiths/Adrian T	Ongoing					0		
Parlaunt Shops-Flat Roof Replacement	J Griffiths/Adrian T	Ongoing					0		
Security & Controlled Entry Modernisation	J Griffiths/Adrian T	Ongoing	94	0	35	40	75	20.21%	
Darvills Lane - External Refurbs	J Griffiths/Adrian T	Ongoing					0		
Estate Improvements/Environmental Works	John Griffiths	Ongoing	200	(2)	60	135	193	3.50%	Works being scheduled 3r Qtr
Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T	Ongoing	634	476	130	25	631	0.49%	
Upgrade Lighting/Communal Areas	J Griffiths/Adrian T	Ongoing	872	220	350	450	1,020	-17.01%	
Communal doors	J Griffiths/Adrian T	Ongoing	47		25	22	47	0.00%	
Balcony / Stairs / Walkways areas	J Griffiths/Adrian T	Ongoing	81		82		82	-1.23%	
Paths	J Griffiths/Adrian T	Ongoing	65				0	100.00%	
Store areas	J Griffiths/Adrian T	Ongoing	57		33		33	42.11%	
Sheltered / supported upgrades	John Griffiths	Ongoing	250				0	100.00%	
Planned Maintenance - Capital			2,826	991	865	822	2,678		
Environmental Improvements (Allocated Forum)	John Griffiths	Ongoing	200	0			0	100.00%	
							0		
Tower and Ashbourne	J Griffiths/Adrian T		1,121	58	210	170	438	60.93%	On hold due to decision to demolish
							0		
Major Aids & Adaptations	J Walter	Ongoing	450	157	20	20	197	56.22%	
							0		
Affordable Homes	J Walter	Ongoing	8,436	228	1,080	1,517	2,825	66.51%	No info rec'd
Britwell Regeneration	R Atkinson		1,329	200			200		
			19,838	3,906	2,500	2,879	9,285	53.20%	

<u>Community Investment Fund (Capital Only)</u>	2014-15	Underspend/(Overspend)	2015-16	2015-16	2015-16	Responsible
Description	Actual £'000		Budget £'000	Revised Budget £'000	Actual £'000	Officer
MUGA's - floodlit to all community hubs / priority associated areas	344	156		156	25	K Ghandi
Replace street bins and increase numbers in high litter areas	8	(8)				Ian C
Replacement street signs - 2 year programme	65	0	50	50		Alex D
CCTV - purchase of moveable cameras	24	26	30	56	23	G De Haan
Neighbourhood Enhancements/Walkabouts	360	(219)	375	300	49	Ian C
Pavement Parking Policy	27	373		373	25	Joe C
Alley gating works		30	25	55		G De Haan
Member Bids	26	39		39	2	Ian C
Wexham Road Crossing			35	35	1	Savio De Cruz
Parks Buildings Invest to Save			20	20		K Ghandi
Chalvey Recreation			20	20		K Ghandi

<u>Community Investment Fund (Capital Only)</u>	2014-15	Underspend/(Overspend)	2015-16	2015-16	2015-16	Responsible
Salt Hill Park			20	20		K Ghandi
New Bike Hire Stands			10	10		Savio De Cruz
Electronic 30 mph signs			10	10		Savio De Cruz
Montem Streamside Walk			5	5		Ollie K
Land clearance Derwent Drive			10	10		Ian C
Borough Gateway Signs			40	40	40	Kate Pratt
TOTAL	854	397	650	1,198	165	

WELLBEING DIRECTORATE

OVERVIEW: The Directorate's net controllable Revenue budget for 2015/16 is **£59.825m**. The current total projected net expenditure is **£66.849m** and therefore the Directorate is presently forecasting an underlying overspend of **£7.0m** (11%). This is an increase of **£0.294m** on the previous month. This is due to the new pressure on the Public Health Service and is summarised in the table below:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	24,828	4,455	4,456	-1	22%
Adult Social Care	34,444	36,293	1,849	1,938	-89	5%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-13	5	-44%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,825	66,849	7,025	6,731	294	11.7%

ACTION PLAN UPDATE: The proposals from **Adult Social Care** to reduce the pressure being forecast currently amount to **£1.4m** and if fully achieved will reduce the pressure in this service area to **£0.7m**. These proposals are still worked on but there is a reasonable chance that not all of these will be achieved. However the service is committed to ensuring that all steps are taken to get as close to break even as possible. No additional savings are expected from **Children & Families** services but if the growth monies are finally released to the Service budgets, this would reduced the pressure being forecast as currently updated summary position would be as follows:

Service	Budget	Outturn	Diff	Last	Chg	%
Children & Families	20,373	22,435	2,062	2,066	-4	10%
Adult Social Care	34,444	35,049	605	693	-88	2%
Education (Non Schools)	5,725	6,016	291	276	15	5%
Public Health	-400	39	439	75	364	-110%
Central Management	19	11	-8	-15	7	-41%
Schools (DSG)	-337	-337	0	0	0	0%
TOTAL	59,825	63,213	3,389	2,944	294	5.7%

CHILDREN, YOUNG PEOPLE & FAMILIES

The budget pressure in this service area has stayed unchanged at **£4.5m** (22%). If the growth funds are approved and the modelled savings achieved then the forecast could be reduced to **£2.1m**. The underlying budget position shows substantial budget pressures on LAC of **£1.7m** and Staffing of **£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	8,773	1,720	1,720	0
Commissioning & Social Work	6,372	8,824	2,452	2,452	0
Learning Disabilities and Difficulties	2,018	1,906	-112	-111	-1
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	649	808	160	160	0
Family Placement Service	2,512	2,896	384	384	0
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
Total	20,373	24,828	4,455	4,456	-1

Action Plans

No further savings are expected from this area

If the financial effect of the actions above and if the growth bid funds are finally 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	8,311	808	801	7
Commissioning & Social Work	7,309	8,279	970	1,108	-138
Learning Disabilities and Difficulties	2,018	1,907	-111	-111	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	667	826	160	160	0
Family Placement Service	2,512	2,896	384	257	127
Youth Offending Team	591	591	0	0	0
Early Help	863	714	-149	-149	0
Total	21,778	23,840	2,062	2,066	-4

Children Looked After

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 which is roughly the same as last year.

Staffing Budgets

This forecast is £2.4m, (reduced from £2.6m however see offsetting pressure on the Family Placement Service). It 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

The forecast in this service is unchanged at **£149k**. This is due to payment of £116k in payment by results (PBR) funding, this plus savings from vacancies accrued to date. 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 **£1.9m**, an increase of **£61k**. The budget pressure is due to slippage on the savings agreed for this year. Of the £2.7m savings planned for this year the service has to delivered only **£1.011m** resulting in slippage of **£1.7m**. Therefore additional recovery plans of **£1.5m** have so far been developed and if fully achieved will leave a shortfall on the planned savings of **£254k** and a revised budget pressure if the shortfall of £254k is not realised of **£605k**. The service is aware that it is expected to break even and therefore further work is being done to develop additional proposals to be implemented this year. The savings position for the service alongside the Action Plan is shown in the table below.

Savings	Original savings	Achieved savings	Slippage	Recovery plans	Gap
Transformation: LD Change	1,000,000	670,526	329,474	301,100	28,374
Transformation: Review MH Day Services, High Cost placement & Supported Living	100,000	100,000	0	0	0
Service Reform: Review and reform of Extra Care; Internal Day & Residential services	350,000	50,000	300,000	0	300,000
Prevention & Early intervention :Community & Vol Sec Commissioning & Telecare	275,000	0	275,000	211,207	63,793
Transformation: Reform of Social care 1 Promoting Independence	500,000	50,000	450,000	926,278	-476,278
Transformation: Reform of Social care 2 Front Door, brokerage, Assessment and reviewing	300,000	0	300,000	0	300,000
increased Income	189,000	141,000	48,000	10,000	38,000
Grand total	2,714,000	1,011,526	1,702,474	1,448,585	253,890

The underlying summary forecast for the service is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Adult Social Care					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Support Admin	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,959	314	320	-6
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	20,413	3,195	3,170	25
Commissioning & Contracts	5,521	5,271	-251	-139	-111
Total	34,444	36,293	1,849	1,938	-89

If the savings shown above of **£1.4M** less the gap of **£254k** are added to the current underlying forecast then the summary would be as follows:

Adult Social Care (AFTER ACTION PLAN)					
Safeguarding and Governance	241	240	0	0	0
ASC Management & Business Su	778	-637	-1,415	-1,293	-122
Access & Long Term I & S	2,645	2,809	164	320	-156
Reablement & Directly Provided Services	3,920	3,950	30	-82	112
Mental Health	4,121	4,096	-24	-37	13
Commissioning Budgets	17,218	19,318	2,100	1,925	175
Commissioning & Contracts	5,521	5,271	-251	-139	-111
Total	34,444	35,048	604	693	-89

NON SCHOOLS

There is a pressure of **£290k** forecast for this service area. **£275K** is reflecting 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. There is increase in costs of **£52K** for SEN agency now remaining until end of December until Structure after the Children's Trust is established. Troubled Families Programme has now moved in to Non Schools following establishment of CST and is currently predicting an underspend of **£37K**

PUBLIC HEALTH

This service is now reporting a budget pressure of **£439k**. The implications of recent announcements nationally that the 2015-16 Public Health Grant will reduce in year by 7% have now been factored in. The grant is due to be reduced as indicated, meaning a loss of funding totalling **£436k**. The Service has looked at all the Contracts and given notice where it can, but due to the Joint Arrangements that all Berkshire Unitaries have agreed to a reduction in those contracts is unlikely to be realised this financial year

CUSTOMER AND COMMUNITY SERVICES

Customer and Community Services: Departmental Summary

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	43	34	(9)	(20.9%)	19
Learning & Community Services	2,224	2,344	120	5.4%	25
Wellbeing & Community Services	3,312	3,249	(63)	(1.9%)	(42)
Public Protection	1,141	1,231	90	7.9%	0
Planning & Building Control	567	472	(95)	(16.8%)	(45)
Strategic Management	366	366	0	0%	0
Commissioning & Procurement	1,030	864	(166)	(16.1%)	(50)
Transactional Services	8,308	8,383	75	0.9%	25
TOTAL	16,991	16,943	(48)	(0.3%)	(68)

Directorate Summary for the 2015/16 year to date

At this point in time, the Customer and Community Services Directorate is forecasting an underspend position of £48k, largely due to staffing vacancies and planning income offset by the income shortfall from CCTV/Careline and the closure of the Creative Academy/West Wing.

Service: Customer Services, IT and Information Governance

The £9k projected underspend is from staffing and supplies and services; the change is largely due to additional pension contributions.

Service: Learning and Community Services

This service is now projecting an overspend of £120k arising from the loss of income due to the closure of the Creative Academy/West Wing (£105k pressure) and £50k projected operational pressure from the Curve, offset by staffing vacancies.

Service: Wellbeing and Community Services

A £63k underspend is now projected which is a £61k underspend in leisure arising from a business rates revaluation (SCL contract) and staffing vacancies and a £55k underspend in Young Peoples' service arising from staffing vacancies, offset by a projected £53k overspend in the cemeteries and crematorium service arising from a recent legal challenge, mercury abatement fees whilst the new crematorium works are being completed and additional pension contributions.

Service: Public Protection

The £90k overspend is the updated projected £50k shortfall in the budgeted income to support the CCTV/Careline services (business plan now prepared and in action) and £40k pressure from a retained post originally earmarked for deletion in the recent restructure.

Service: Planning & Building Control

The projected £95k underspend is from additional planning applications and advice, and a salary underspend.

Service: Strategic Management

Provided the savings targets are achieved, there are no variances at the present time for Strategic Management.

Service: Corporate Procurement Team

An underspend of £166k from staffing vacancies in the Corporate Procurement and Legal teams is projected for period 6 mainly due to recruitment difficulties.

Service: Transactional Services

The current forecast is for an overspend of £75k 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

Overview:

Service	Budget £'000	Forecast Outturn £'000	Variance £'000	Variance %	Change in month £'000
Strategic Management	(39)	36	75	192.3%	0
Corporate Resources	2,104	2,079	(25)	(1.2%)	0
Housing and Environment	14,111	14,418	307	2.2%	(276)
AIR (Estates Regeneration)	10,323	10,615	292	2.8%	293
Total Regeneration, Housing and Resources	26,499	27,148	649	2.4%	17

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 £649k, pending the successful delivery of the 2015/16 savings targets.

Service: Strategic Management

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

Service: Corporate Resource

The projected outturn is to underspend by £25k – overspend on the internal audit contract and additional ICT costs offset by vacancy savings.

Service: 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 changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that staff can work on.

Service: AIR (Estates and Regeneration)

Service	Budget £'000	Forecast Outturn £'000	Variance £'000	Variance %
Property Services	515	546	31	6.0%
Facilities & Corporate Landlord	3,168	3,154	(14)	(0.44%)
Highways Engineering	3,044	3,044	0	0%
Asset Management	(13)	(41)	(28)	(216%)
Transport	3,610	3,913	303	8.4%
Total	10,323	10,615	292	2.8%

Explanation of variation from budget:

Property Service

A projected overspend of £31k is forecast based upon anticipated demand for repairs to corporate buildings offset by staffing vacancies.

Facilities & Corporate Landlords

A small underspend of £14k is currently forecast (this includes business rates rebate for SMP and staffing vacancies offset by backdated service charges for LMP) 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 a £38k saving from and the ending of joint arrangements and bus station income offset by £10k legal fees for Plymouth Road; the capitalisation of salaries is also being reviewed to ensure we fully recognise the work of the asset management team on capital projects and disposals.

Transport Services

The projected £303k budget pressure is due to 'historic' income targets that have not been adjusted to reflect changes in the car parks, the loss of income from the CCTV cars, loss of income from Amazon relocating and backdate business rates

offset by additional income 'released' by prompter and more effective collection methods. Amongst actions being undertaken to address this pressure are the possible redeployment of one or both CCTV cars to another service as well as a review of the capitalisation of salaries to ensure that we fully recognise the work of the transport team(s) on capital projects.

HOUSING REVENUE ACCOUNT

Housing Revenue Account Summary

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

For period 6, no significant variances are forecast.

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Wellbeing	Adult Social Care	ASi	LD Change Programme	1,000.00	Transformation	AMBER
Wellbeing	Adult Social Care	ASi	Review of Day Services, High Cost Packages & Supported Living	100.00	Efficiency	GREEN
Wellbeing	Adult Social Care	ASi	Extra Care; Internal Day & Residential Services	350.00	Efficiency	RED
Wellbeing	Adult Social Care	ASi	Community & Vol Sector Commissioning & Telecare	275.00	Efficiency	GREEN
Wellbeing	Adult Social Care	ASi	Reform of Social Care 1 - Front Door, Assessment, Brokerage and Reviewing	300.00	Restructure	RED
Wellbeing	Adult Social Care	ASi	Reform of Social Care 2 – Promoting Independence	500.00	System re-design, transformation	AMBER
Wellbeing	Adult Social Care	ASi	Reform of Social Care 2 – Promoting Independence	189.00		GREEN
Wellbeing	Children and Families	KF	Savings resulting from better commissioning and cheaper types of LAC provision	200.00	Efficiency	RED
Wellbeing	Children and Families	KF	Efficiencies through improved commissioning arrangements for placements and stabilising LAC numbers	738.00	Efficiency	RED
Wellbeing	Non-schools	Julie Pickering	Contract savings as part of the PFI - Local Partnerships engaged with SBC being used as a pilot for the DfE	500.00		RED
Wellbeing	Non-Schools	RC	Service to cease, SBC surplus contribution??	25.00	Efficiency	GREEN
Wellbeing	Non-Schools	JW	Saving resulting from the new contract	450.00	Efficiency	AMBER
Wellbeing	Central Management	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	236.39	Reduce staffing budgets	AMBER
Wellbeing	Public Health	Asn	tbc - public health	200.00		GREEN
Customer and Community Services	Strategic Management	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	96.11	Reduce staffing budgets	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	155.00	Young People's Service - Consultation proposals issued June 2014	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	185.00	Libraries Review	GREEN
Customer and Community Services	Community & Skills	Ketan Gandhi/Philip Wright	Divisional Restructure	126.00		GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Underspend/Contract efficiencies and increased pitch charges (increase by up to 30%)	50.00	Parks	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Service reduction	5.00	Delete arts post (i.e. stop any support for arts). Post fixed term to 2015. First year impact final quarter after Curve opened. Used to develop Curve programme up to Dec 2015	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Restructure	30.00	CLASS Management	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Service reduction	25.00	Library Stock Fund - Reduced level of service for Curve and other sites. Impact on issues (falling)	GREEN

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Customer and Community Services	Community & Skills	Philip Wright	Archive charge	6.00	Reduce Berkshire Charge subject to 6 LA agreement	AMBER
Customer and Community Services	Community & Skills	Ketan Gandhi	Cemetery & Crem	30.00	Abatement, Charges	AMBER
Customer and Community Services	Community & Skills	Ketan Gandhi	Parks	10.00	Charges (Increase around 30% and still below competitor/neighbour rates)	GREEN
Customer and Community Services	Community & Skills	Ketan Gandhi/Philip Wright	Additional savings over £126k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 32, Appendix A)	40.00	42095	GREEN
Customer and Community Services	Community & Skills	Andrew Stevens	Additional savings over £185k already submitted for 2015/16 to Cabinet on 17th November 2014 (Item 31, Appendix A)	15.00	Completed	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Additional income	50.00	Primary Authority - Maintenance of partnership delivery on 34 contracts and continue to develop new contracts to generate income target	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan		40.00	CP&BC reshape - Amalgamation of posts. Risk that statutory role will be undermined	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Shared service or service reduction	50.00	Delivery of TS service across Berkshire East or stop proactive services and delete one post	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Shared Service or service reduction	25.00	Shared management RBWM - F&S service or delete 0.5 post	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan		12.00	Reduction in Business Support Service - 0.4FTE	GREEN
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Restructure	30.00	Building Control and Planning - In Progress	GREEN
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Further Restructure	55.00	Building Control and Planning - 1 FTE to be deleted	GREEN
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Deletion of two vacant posts (0.5 FTE Planning Enforcement Officer & 0.5 FTE Environment Mgt Officer)	22.00	No recruitment to these posts and delete from establishment	GREEN
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Deletion of 3 post (2.1 FTE)	85.00	Restructure early in 2015	AMBER
Customer and Community Services	Enforcement & Regulation	Ginny de Haan	Further PA income	10.00	In progress	GREEN
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Additional Planning Income	45.00		GREEN
Customer and Community Services	Enforcement & Regulation	Sanjay Dhuna	Reduction in supplies and service spend in D308	8.00		GREEN

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Strat. Mgmt - Directorate	SR	Efficiency target	171.00		AMBER
Regeneration, Housing and Resources	Strat. Mgmt - Directorate	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	62.40	Reduce staffing budgets - All RHR except Corp Resources	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Reduced External Audit fees	6.00	Ensure compliance with closedown procedure and reduced grant audit costs	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Counter fraud income	25.00	Ensuring appropriate recovery of administration penalties and other recovery costs	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Counter fraud income	50.00	Recovered income through increased trading activity	AMBER
Regeneration, Housing and Resources	Corporate Resources	JH	Remove MSO support	13.74	Restructure	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Removal of change in budgeted posts	5.00	Restructure	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Supplies & services	5.00	Efficiency review	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Transfer of staff to SFIS - delete remaining budget	14.00	Restructure due to the DWP moving counter-fraud staff from the LA to the DWP	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Removal of vacant post	26.00	Delete vacant post	GREEN
Regeneration, Housing and Resources	Corporate Resources	JH	Further counter-fraud income	25.00	Utilisation of POCA income to support counter-fraud activity. Further selling of investigative services to other Councils	AMBER
Regeneration, Housing and Resources	Corporate Resources	JH	Increased Managed Vacancy Factor to 3% across all staffing budgets	20.14	Reduce staffing budgets - Corp Resources Allocation	GREEN
Regeneration, Housing and Resources	Housing & Environment	Neil Aves	Restructure proposals merging Emergency Planning with Neighbourhood to create a service and corporate wide resilience team. Primarily HRA funded	150.00	Delivery by end of Q3 14-15 subject to corporate finance signoff of proposals and HRA growth bid.	GREEN
Regeneration, Housing and Resources	Commissioning	SR / NH	Contract savings in respect of Amey	514.00		GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Remove support to Age Concern	50.00	Premises costs for Buckingham Gdns - Politically sensitive - Need to establish cost of buying out the lease + impact of reduced footage.	RED

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Increase AM income/recharges to capital	25.00		GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Capital disposals income	0.00	Target level to be agreed	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Stephen Gibson	Full cost recovery	100.00	Increase AM income/recharges to capital etc.	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Adrian Thomas	Further capitalisation of corporate repairs	30.00	Would require capital investment for the next two years @ £750k pa then "contain" within major contract review.	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	SG	Capital disposals income	62.50	Target level to be agreed	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	SG / SR	Corporate Properties	50.00	Premise Reduction Costs through more efficient usage of corporate buildings	AMBER
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	AD	One off reduction in annual routine highways maintenance.	265.00	Rescheduling/delay of highways maintenance e.g. patching, pothole filling on roads and surfaces.	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	AD	Additional one off reduction in annual routine highways maintenance.	265.00	This would allow a limited/constrained level of routine highway maintenance for 15/16. The budget would allow safety matters to be addressed keeping the network predominately safe for its users. The visual decline of the asset would be noticeable, although lesser in early years.	GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Sarah Richards/Stephen Gibson	Corporate Properties	200.00	More efficient usage of premises (This is in addition to the £50k submitted to Cabinet on 17 November 2014)	RED
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Car Parking lighting efficiency scheme	20.70	Scheme approved at CSB on 28/01/2014 and £185k included in 2014/15 capital programme to deliver scheme.	GREEN
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks	180.00	Scheme approved at CSB on 28/01/2014 and £200k included in 2014/15 capital programme to deliver scheme. Change in Vinci contract.	GREEN

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Regeneration, Housing and Resources	Housing & Environment	SDC	Reduce Traffic Management/Environmental Schemes	25.00	01/04/2015	GREEN
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Increase Traffic management income/recharges	12.50		GREEN
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Parking Development Cost recovery	12.50		GREEN
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Permit Scheme	50.00	?	GREEN
Regeneration, Housing and Resources	Housing & Environment	Savio DeCruz	Transportation review	297.00		GREEN
Regeneration, Housing and Resources	Assets, Infrastructure and Regeneration	Savio DeCruz	Subsidised Bus routes	300.00	Additional review of subsidised bus routes. (This is in addition to the £297k already submitted).	GREEN
Chief Executive	Strategic Policy and Communications	TL	Efficiency savings through the service	7.70	System re-design, transformation	GREEN
Chief Executive	Strategic Policy and Communications	TL	Efficiency savings through re-procured printing devices	75.00		GREEN
Chief Executive	Strategic Policy and Communications	TL	Remove budget	25.00	System re-design, transformation	GREEN
Chief Executive	Professional Services	RB		50.00		GREEN

**SAVINGS RAG
SEPTEMBER 2015**

Directorate	Service	Service Lead	Item	£'000	Delivery	RAG
Chief Executive	Professional Services		Balance of prior year saving as yet unallocated	16.00		GREEN
Chief Executive	Chief Executive	All	Increased Managed Vacancy Factor to 3% across all staffing budgets	34.96	Reduce staffing budgets	GREEN
Corporate	Corporate	JH	Repayment of debt	93.00	There is a loan due to finish in 2015-16 and this will not be re-financed	GREEN
Corporate	Contingency	All	Balance of 2014/15 Major Contracts Review Saving	223.00		RED
Corporate	Contingency	CMT	Change of HR policies in respect of mileage allowances	200.00	Change to HR policy	AMBER

10,025.64

Appendix E: Council's Gold Project updates as at 30th September 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	30/09/2015
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	03/09/2015
Project start date:	01/04/2013		Anticipated Project end date:	Jan 2016	
<p>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"> 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. 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. 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. 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. 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 raitios with the view to vacate at least one wing at SMP. 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. Create a private reception waiting area for Social Services clients, giving them greater privacy where required. 					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> Building Works are going well and on schedule. The GFW will open for the Children's Trust on 5th October as planned. Furnishing and wiring of the remaining areas on the GFE and GFW being completed. Fire Strategy being revised. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> Move the CSO into their new office space. Decant 1st East SMP staff to GFE. Contractor to start works on final wing - 1FE. Start planning to bring all staff back from The Centre. Surrender 1st Floor at The Centre to SCL, therefore incurring no further leasing costs. 					

Appendix E: Council's Gold Project updates as at 30th September 2015

Key issues of risk / obstacles to progress:	
More detailed Risk Register prepared – below are the main headings	Red /Amber/ Green
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • 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 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. 	Green
<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 	Green

Appendix E: Council's Gold Project updates as at 30th September 2015

remainder of the project.

Recommendations for CMT:

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 30th September 2015

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	06/11/2015
<i>Previous month</i>	AMBER	GREEN	AMBER	AMBER	05/09/2015
Project start date:	08/10/2013		Anticipated Project end date:	31/03/2016	
<p>70% Completed 80% 90% Remaining 100%</p>					
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:					
<ol style="list-style-type: none"> 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:					
<ol style="list-style-type: none"> 1. Organisational development <ul style="list-style-type: none"> • Christina Hefferon, Assistant Director Organisational Development & Human Resources, joined 7th September. • Transformation workshop on 29th September for SLT and senior leaders working on major change projects to consider the future shape of the organisation, culture change and embedding of SBC's values. • 'Fit for Future' project assessed by the programme management office as meeting the criteria for 'Gold' status. 2. Leadership and management development <ul style="list-style-type: none"> • 5 cohorts of Management Development Programme (MDP) completed cohorts 6 and 7 in progress and cohort 8 starting 26th November. • Review of MDP completed by SLT and programme facilitators to ensure content remains relevant to the delivery of the five year plan and corporate objectives. 3. Developing skills <ul style="list-style-type: none"> • Functionality being developed for users on e-learning site to provide self service for both e-learning and classroom based courses. • Scheduled further workshops for front line workers up to December 2015 to raise awareness of Prevent (WRAP training). 4. Recruitment and retention <ul style="list-style-type: none"> • Final recruitment campaign for children services launched which included Trust's terms and conditions. • E-recruitment sign off process snagging issues identified and now progressing to resolve. • National Management Trainees (NMT's) new placement agreed. • Refer a friend scheme introduced as part of recruitment and retention in Children's Services. • Plans formulated to update recruitment packs that reflect the new Children's Services packs. 5. Employee engagement <ul style="list-style-type: none"> • Questions from staff conference answered on insite and in Grapevine. • SBC heroes presentation Wed 23rd September. • Employee Engagement Forum members attended Corporate Consultative Committee and will continue to do so. • Employee engagement survey completed. 					

Appendix E: Council's Gold Project updates as at 30th September 2015

- Staff and managers invited to meet employee engagement forum (5th Nov and 3rd Dec).
 - Ongoing publicity of SBC values, SBC heroes, SLT visits.
 - Comments box launched for staff.
- 6. Employee Wellbeing**
- Shake Up September including an inter team Rounders Event on 30th September 2015.
 - Healthy Hearts Event – 29th September 2015 linked to World Heart Day.
 - Invited nominations from employees to participate in Employee Wellbeing Board.
 - Project plan developed to enable SBC to be Smoke Free by April 2016.

Key activities / milestones *scheduled* for next period:

- 1. Organisational development**
 - Review of *Organisational Development & Workforce Strategy 2014-16* brochure started.
- 2. Leadership and management development**
 - Management development programme dates scheduled for further cohorts in 2016.
 - Managers identified for future cohorts of the MDP programme.
- 3. Developing skills**
 - Programming of corporate training courses for 2015-16 underway to develop staff and management skills.
 - Roll out of further monthly workshops to raise awareness of Prevent (WRAP training) for front line underway.
- 4. Recruitment and retention**
 - Recruitment and Selection Policy to be updated to reflect current good practice.
- 5. Employee engagement**
 - Employee engagement drop-in sessions for staff and managers to take place (5th Nov and 3rd Dec).
 - Employee engagement plan to be circulated / publicised to staff.
 - Extract headline data from employee engagement survey (NB: it will take a significant length of time to extract and analyse in full, so a full report will be prepared for next year's staff conference).
 - Book 2016 staff conference date.
 - Clarification re future publicity of SBC values which arose from 2014 Staff Conference 2014 and were launched at Staff Conference 2015.
 - Ongoing publicity of SLT visits.
- 6. Employee Wellbeing**
 - Drink Awareness Event scheduled for 18th November 2015 to be run by the DAAT.
 - Physical activities – plan for future initiatives being established up to end of March 2016.
 - Health checks scheduled for 20th and 27th November 2015 for staff that meet the criteria.
 - Flu jabs – drop in sessions been organised for eligible care works on 4th and 11th November.
 - Smoke free – draft policy to be circulated for consultation.

Key issues of risk / obstacles to progress:

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

Red / Amber / Green

<p>1. Governance: 1.1 Capacity to support overall project delivery by having sufficient project and programme managers. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> • A new programme management office has been set up as part of Policy Team – PMO manager in post in October. 		Amber	
<p>2. Customer Focus: 2.1 Customer Focus Programme Board disbanded and merged with the Digital Transformation outcome of the five year plan. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> • Director of Customer and Community Services to steer focus, capacity and targets for achieving savings outcomes. • Customer Focus Programme to be reviewed as part of the digital transformation proposal. <p>RAG status changed from amber to green.</p>			Green

Appendix E: Council's Gold Project updates as at 30th September 2015

<p>3. Staff sickness: 3.1 Performance figures for sickness absence rates continue to be higher than corporate target in Wellbeing. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> The target for this directorate has been benchmarked and re-profiled and additional support for managing sickness has been put in. A new format for management information on staff sickness absence has been developed and is available to SMTs to assist them in managing absence in their departments. 			Green
<p>4. IT infrastructure: 4.1 The IT infrastructure needs to support modern learning methodologies that facilitate interactive e-learning and other online courses. E-learning is supported on POD PCs and desktop PCs but not on current "old" Citrix. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> Sections in the ICT strategy on improving systems to ensure funding allocated to infrastructure requirements for e-learning system upgrades. Pilot of new Citrix in Policy & Comms, Retained IT and several other areas in September 2015 will pilot video and audio capability for e-learning users. Communication is ongoing with each pilot batch of users in advance of upgrading each area. 			Green
<p>5. Staff engagement: 5.1 Staff engagement critical for delivering the 5 year plan outcomes and sustaining morale and motivation for commitment, job satisfaction and working across teams and functions. <i>Risk mitigation</i></p> <ul style="list-style-type: none"> Heads of Services offered opportunities to contribute individually and collectively on corporate issues including engagement on 5-year plan challenge sessions. Second round of 5YP managers' briefings to be scheduled. Staff engagement group to develop strategies from the staff conference in April 2015. Focus of Workforce Strategy to ensure the Council is fit for the future; staff are well-organised, well-managed and motivated. Increased visibility of senior managers via service visits et al. 		Amber	
<p>Recommendations for CMT: (actions to address the above risks/obstacles):</p>			
<p>1. Leadership and management development:</p> <ul style="list-style-type: none"> Support development opportunities for MDP participants to take part in corporate projects. Support take up and facilitation of MDP. <p>2. Governance:</p> <ul style="list-style-type: none"> Programme management to be operational from October. <p>3. Customer Focus:</p> <ul style="list-style-type: none"> SD CCS to steer focus, capacity and targets for achieving savings outcomes. <p>4. Staff sickness:</p> <ul style="list-style-type: none"> CMT continue to review scorecards on a quarterly basis. <p>5. IT infrastructure:</p> <ul style="list-style-type: none"> CMT to support ICT strategy and delivery to ensure infrastructure supports modern E learning methods including availability of video and audio. <p>6. Staff engagement</p> <ul style="list-style-type: none"> All SLT to commit to team visits. Effective communication and to build communication plans into any change programme. 			

Appendix E: Council's Gold Project updates as at 30th September 2015

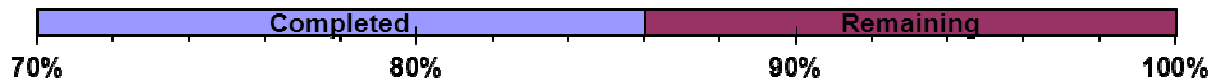
Implementation of an integrated ERP (Enterprise Resource Planning) Solution			Project SPONSOR	Roger Parkin	
Wards affected: ALL			Project MANAGER	Harpal Mattu	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	GREEN	AMBER	29/09/2015
<i>Previous month</i>	GREEN	AMBER	GREEN	AMBER	02/09/2015
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. Trinity build agreed. 2. Communications to continue. 3. Testing starting to be arranged. 4. Build complete. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Commercial proposal agreed with arvato to commence phase 2 build. Further definition required to support ongoing savings. 2. Communications to continue. 3. Go Live Readiness for Finance and Procurement. 4. Business readiness plan to communicate. 					
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. The project is being delivered on a Time and Materials basis, and it is anticipated that actual effort may not be as considerable as re-forecasted against. We have project management and an advisory board in place that is suitably qualified to challenge costs as they will arise.					Green
3. Capacity There is sufficient capacity within SBC to meet project milestones and deliver current				Amber	

Appendix E: Council's Gold Project updates as at 30th September 2015

<p>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>			
<p>4. Project Timelines</p> <p>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> <p>Children's Trust have not confirmed whether they want an Agresso Template created. The delay in their decision could impact their build and bringing their Agresso build in on time.</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 30th September 2015

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	AMBER	AMBER	AMBER	30/09/2015
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	07/09/2015
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

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. ACCOMMODATION

Lavender Court: 8 Bed residential care home (in house)

Options appraisal being developed for retention or possible outsourcing. Options Paper being prepared for October CMT and November Cabinet Meeting.
 Staff members have been informed that an options appraisal is taking place.
 Service users and families were advised of the options appraisal at formal consultation meetings on the 7th and 14th of September 2015. Decision is due to be communicated to all stakeholders by December 2015.

Supported living Placements:

From the start of the project **20** people have been moved from long term care and out of borough placements. Assessments are taking place of a further 6 people to assess their suitability for supported living.
18 placements within residential care have been de-registered to supported living placements.

Therefore a total of **38** people are now in supported living placements following the start of this project.

2. DAY OPPORTUNITIES: (in house)

Options appraisal being developed for retention or possible outsourcing for three in house day services which are Elliman Avenue, Priors Close and Phoenix day centre.. Stakeholders and partners within the Council have been invited to a workshop on the 19th of October 2015 to begin the work of remodelling the day opportunities offer.

Staff, Service users and parent/carers have been informed of the options appraisal currently taking place through consultation events held on the 7th and 14th September 2015. A decision is

Appendix E: Council's Gold Project updates as at 30th September 2015

due to be communicated to all stakeholders by March 2016.

3. 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 members have been informed that an options appraisal is taking place. Service users and families were advised of the options appraisal at formal consultation meetings on the 7th and 14th of September 2015.

A decision is due to be communicated to all stakeholders by December 2015.

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

1. Accommodation: Continue work to move service users into supported living placements.
2. Day Opportunities- Stakeholders will be invited to a workshop to shape the potential models of day opportunities In October 2015.
3. Respite Care: Continue work to offer a wider choice of respite services for service users and families.

LD Change-Stream 1

Actual and Projected Savings

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 £542K with various schemes coming on stream later in 15-16

Date	Provider	No	Savings 15-16
Already achieved			-396,205
	Regard	5	8,671
	Mencap Dove House	3	19,993
De-registration	Dimensions	9	-174,985
Total		17	-542,526
Cleansing of system			-128,000
Total savings achieved			-670,526

Other Savings	
CFC looking at remaining Clients in high cost residential placement	-37,500
Langley House reduction in Psychologist 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 Plans	-971,626
	-1,000,000
	28,374

LD Change- Stream 2 and 3

Appendix E: Council's Gold Project updates as at 30th September 2015

Actual and projected savings

**Savings target:
2015/16-£0.35m
2016/17-£0.30 m**

Possible savings at the end of 2015-16 but difficult to quantify at this stage but maximum is £87.5K if the services currently delivered from Lavender Court and Respond (replacement care service) are re-provided by January 2016. The start of this part of the project had been delayed due to ensuring that appropriate and sensitive discussions have been arranged and taken place with the workforce, service users, families and other stakeholders.

In addition a Dynamic Purchasing Framework process has taken place – inviting external organisations to express an interest in providing replacement care, supported living and day opportunities.

Key issues of risk / obstacles to progress:

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

Red / Amber / Green

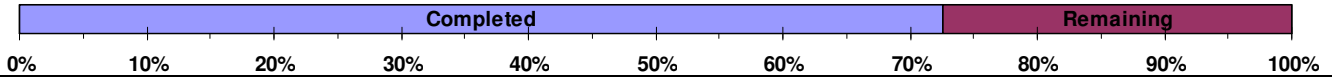
<p>1. Risks for Lavender & Respond</p> <ul style="list-style-type: none"> a. New service models fail to meet the savings target. b. Alternative buildings for new service models might not be in place. c. Providers on supported living framework may not wish to invest in purchasing suitable properties given recent increase in Slough housing prices. <p>Mitigating action:</p> <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. • Alternative accommodation and support options will continue to be explored that meets the needs of residents whilst also providing value for money. These options include refurbishing the buildings and changing the use of the buildings whilst still ensuring that the needs of both service users and Carers are still met. 		Amber	
<p>2. Supported Living Placements:</p> <ul style="list-style-type: none"> • A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough. • Providers reluctant to reduce the cost of care packages to amounts indicated by Care Funding Calculator <p>Mitigating action:</p> <ul style="list-style-type: none"> • Care Funding Calculator (CFC) tool to be used as a negotiating tool to bring down high costing placements. • Local Authority will maintain its objective to reduce the cost of care packages where providers are charging for amounts higher than indicated in the CFC. • The LDGP 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	

Recommendations for CMT:

CMT to note the report and the progress that is being made to deliver the savings, the potential shortfall in savings in 15/16 and mitigating actions and improved outcomes for people.

Appendix E: Council's Gold Project updates as at 30th September 2015

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	GREEN	AMBER	AMBER	GREEN / AMBER	05/10/2015
Previous month	GREEN	AMBER	AMBER	GREEN / AMBER	10/09/2015
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:
 - A third national recruitment campaign, which will be lead by the Slough Children's Services Trust, has been prepared and is ready to be launched.
- 2. Quality Assurance**
 - A draft Quality Assurance Protocol has been developed by the Slough Children's Services Trust.
 - The council and SCST have reviewed the planned audit programme for the coming year.
- 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), approved in July, is providing focus for the Partnership to drive forward improvements in outcomes for children and young people in the borough. Detailed action plans are being delivered on how the individual priorities will be delivered over the next 12-18 months.

Performance Summary

The council is able to report some positive as a result of its improvement work for children's social care since the last Ofsted inspection in 2013:

- Average social worker caseloads now range from 14 children in Looked After Children and Care Leavers Teams to 21 children in Learning Difficulties and Disabilities Team and Assessment and Child in Need Teams. In particular, there has been a significant reduction for the Assessment and Child in Need Teams, who had average caseloads of 36 children at the time of the 2013 inspection. These caseload calculations are now done on the basis of Consultant Practitioners holding reduced (50%) caseloads.
- Single assessments completed and authorised within timescales have been consistently above 80% in the 12 months to July 2015, and 90% in August 2015.
- Children subject to child protection plans visited within the last two weeks have, again, been between 90% and 100% in the last 12 months (78.9% in November 2013). August Redbook will show that children aged 3 and above who have been visited and seen alone is 81.8%. As flagged at Improvement Steering Group, the previously reported lower performance was a

Appendix E: Council's Gold Project updates as at 30th September 2015

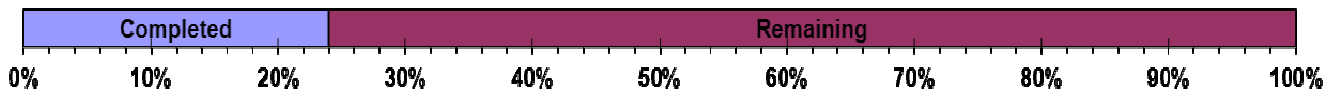
<p>recording issue. This has now been addressed</p> <ul style="list-style-type: none"> • Fewer new looked after children are placed more than 20 miles from home, improving from 24.7% in November 2013 to 9.3% in August 2015. • In November 2013, only 51% of looked after children were seen alone at their statutory visits, this has now risen to 74.3% (August 2015). May to July 2015, over 90% of looked after children were receiving six-weekly visits; this figure fell slightly in August to 84.5%. 6 weekly visits are not a statutory minimum for all looked after children. Children in stable placements are required to be visited every 12 weeks. In Slough we have set a standard of every 6 weeks for all looked after children except where this is contrary to the wishes of the young person – and this reduced frequency must be agreed by the Head of Service. This applies to a small number of children, so 100% compliance will never be achieved. • Long term stability of placements has improved from 50% in November 2013 to 72.3% in July 2015, remaining around 70% in August 2015. 		
<p>Key activities / milestones <i>scheduled</i> for <i>next</i> period:</p>		
<p>The Slough Children's Service Trust (SCST) will be launched on the 1 October 2015, and the next period of improvement will be driven by their plans.</p> <p>It is proposed that the Safeguarding Improvement Board Gold Project be closed down, and if agreed, the next period will include the completion of a Lessons Learned Report, and proposals for a possible future Gold Project focused on support and monitoring the work of the SCST.</p>		
<p>Key issues of risk / obstacles to progress:</p>		
<p>(the main headings from the more detailed Risk Register for this project)</p>		<p>Red / Amber / Green</p>
<p>1. Director of Children's Services – DCS returning from long term absence. Phased return in place. Interim remaining in place until phased return completed.</p>		<p>Amber</p>
<p>2. Transition – Maintaining improvement whilst working with DfE etc to support transition to new organisation; management capacity within the service to drive improvement.</p> <ul style="list-style-type: none"> • 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 to reduce time impact. • 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>Amber</p>
<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. 		<p>Amber</p>
<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. 		<p>Amber</p>

Appendix E: Council's Gold Project updates as at 30th September 2015

<ul style="list-style-type: none"> 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. 			
<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>			
<p>CMT to agree that the Safeguarding Improvement Board Gold Project be closed down and consideration be given to establishing a new Gold Project (if requirements are met) for supporting and monitoring improvements in the children's social care provision delivered by the Slough Children's Services Trust.</p>			

Appendix E: Council's Gold Project updates as at 30th September 2015

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	RED	RED	29/10/2015
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	06/09/2015
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 (draft)

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2022. This report is split into strategic and delivery activities.

Strategic Plan

Risk rating ████████

1. The risk rating has increased to Red to reflect the unprecedented demand for primary school places arising from inward migration. This has created a shortfall in primary places for all year groups except Reception. Measures to tackle this are set out below. A projection of this new demand on both primary and secondary is being undertaken. The strategy will then be re-based.
2. 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.
3. 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): both leases are expected to be exchanged in November.
4. Open Free Schools are:
 - Ditton Park Academy – opened September 2014 on temporary site
 - Lynch Hill Enterprise Academy – opened September 2014 on current primary site
 - Langley Academy Primary – opened September 2015 on Langley Academy site
 - Eden Girls' School – a faith school opened September 2015 on a temporary site

Free Schools approved but not yet open:

 - SASH2 – a 4-19 school with the primary element originally due to open 2016 and secondary at least a year later. Site is still to be confirmed.

Other Free Schools:

 - A special Free School for ASD pupils opened in Windsor and Maidenhead for September 2015.
 - A Free School bid is expected to 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 which feeds into the overall strategic plan highlights some short term pressures on places and includes an expansion programme. Findings show that as well as a number of new resourced units, an annex of Arbour Vale and a new special school are 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

Appendix E: Council's Gold Project updates as at 30th September 2015

throughout 2014-15. Below is a summary of current projects:

- a) A new classroom block is now complete at Cippenham Primary.
- b) A Year 1 bulge class opened at James Elliman Primary for September 2015.
- c) Works to expand Godolphin Junior are due to complete January 2016.
- d) The 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 have now been submitted.

Applications for September 2015

For September 2015 120 more Reception places were available than were available in the previous year. This has created some surplus places and all applications received to date have been offered a place. Applications will continue to be received throughout the school year, forecasts indicate that a further bulge class may be required by Easter 2016.

Current forecasts show a growth in demand for 2015-16 and 2016-17 before demand drops back to current levels therefore 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.

Other Primary Year Groups - Inward Migration:

Provision for primary places in Years 1 to 6 had been made to match demand in recent years. On average there is a net increase of 28 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. In the summer and continuing there has been an unprecedented increase of demand initially for some year groups and now for all years. This resulted in a shortfall in places at the beginning of term which has continued to grow with new arrivals. Options have been explored with schools through the School Organisation Group to add bulge classes in some years and to increase class size. The latter has been agreed with the DfE. An update on provision can be provided at the meeting. If the current inflow continues there can be no guarantee that all children arriving in the borough can be provided with a primary school place.

The birth rate forecast indicates that demand for Reception will reduce year on year from 2016-17 to 2019-20 so there will be a need to reduce admission numbers at some schools while at the same time opening bulge classes in higher year groups. This could lead to unbalanced schools with the possibility that some Reception classes are unsuitable for creating the bulge classes that are required.

Secondary: Risk rating

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

By the admissions closing date there were 107 more applications this year 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 supply of places is one of the factors that determines how many parents receive an offer of a place at their preferred school. The percentage of Slough applicants offered their first preference has increased this year to 72% compared to 61% last year. The position could change when the surplus disappears.

The strategic risk now, as a result of the opening of new Free Schools is an over supply of secondary places for 2015-16 (estimated over supply of 9 Forms of Entry based on current application data). This year schools within and particularly those outside the Borough which typically provide significant numbers

Appendix E: Council's Gold Project updates as at 30th September 2015

of places to Slough pupils have experienced a drop in numbers on roll. 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 first predicted to the Department for Education (DfE) in 2013 and officers continue to lobby the Department to time openings to align with demand.

Wexham Secondary has been given approval to reduce its admission number temporarily for 2015-16 to provide some financial certainty and remove 25 surplus Year 7 places at the school. The admission number of the school has reduced from 165 to 140 for one year.

Cabinet approval has been given 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. Delivery of the expansion programme will be dependent on the ability to secure new sites, likely to be a combination of Council and private sites.

A new secondary resource unit for Complex Needs is set to open at Ditton Park Academy in 2016-17 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 in 2015-16.

Key activities / milestones scheduled for next period:

Strategic Planning

6. Further develop the Strategic School Places Programme and Additional Needs Review.
7. Consider sites for possible location of a new special school building.
8. Explore site options for SASH2, including privately owned sites.
9. Lobby DfE/EFA and promoters to align school openings to match demand.
10. Finalise the new framework for modular suppliers, one for Design and Build contracts.

Operational Delivery

11. Exchange leases for Ditton Park and Lynch Hill free schools.
12. Appoint professional services/architects to work on options appraisals and projects for the SEN and PRU expansion programme.
13. Continue to explore contingency bulge classes for January/April/September 2016.
14. Complete and follow up consultation with schools on extending class size to 32 where necessary.

Key issues of risk / obstacles to progress:

More detailed Risk Register prepared – below are the main headings	Red / Amber/ Green	
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:		

Appendix E: Council's Gold Project updates as at 30th September 2015

<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. 			
<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. 	Red		
<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 in line with increasing demand. 		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. 	Red		
<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. 	Red		
<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. Continue to monitor progress. 		Amber	
<p>9. Delivery risk - Projects do not proceed as planned, for instance schools</p>		Amber	

Appendix E: Council's Gold Project updates as at 30th September 2015

<p>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. 			
<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> <ol style="list-style-type: none"> a. Expansion projects to be adequately funded and delivered in a way which is responsive to the effective functioning and smooth running of the school b. LA to support Slough schools as they expand or prepare to apply for Free Schools. 		Amber	
Recommendations for CMT:			
<ol style="list-style-type: none"> 1. To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand. 2. To consider how the demand for school places may evidence risks to the borough's housing service and other services. 3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council. 			

Appendix E: Council's Gold Project updates as at 30th September 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	No project update received this month				
<i>Previous month</i>	GREEN	AMBER	AMBER	GREEN /AMBER	10/09/2015
Project start date:	05/01/2015		Anticipated Project end date:	30/09/2015	
This project has now closed. A closing report will be issued shortly.					
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:					
•					
Key activities / milestones scheduled for next period:					
•					
Key issues of risk / obstacles to progress:					
(the main headings from the more detailed Risk Register for this project)					Red/Amber/Green
•					
•					
Recommendations for CMT:					
•					

Appendix E: Council's Gold Project updates as at 30th September 2015

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	RED	AMBER	RED	RED	05/11/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	05/10/2015
Project start date:	01/10/2013		Anticipated Project end date:	29/01/2016	
<p>80% Completed 90% Remaining 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> <p>Learning spaces. Adult learning, including all programmes currently provided through the Thomas Gray Centre and opportunities for other learning providers to hire facilities.</p> <p>Cultural and community spaces. A performance venue seating up to 280 people. There will also be space for exhibitions and a café.</p> <p>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.</p> <p>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 multipurpose venue and a ground floor meeting room will be equipped for this.</p> <p>The space is flexible providing opportunities for pop up services, performances within the library, informal meetings and activities throughout the building.</p>					
Key activities completed / milestones <i>achieved</i> in this period:					
<ol style="list-style-type: none"> As of 28 October 2015 it has been announced that the opening of the Curve has been deferred until spring 2016. In a meeting with council directors and commissioners, Pat Boyle, Managing Director Construction for Morgan Sindall plc explained the delay was due to an underestimation of the amount of work still required to hand over the building and the team's commitment to delivering a first class facility, safely. Compensation will be sought from Morgan Sindall for all additional costs incurred by SBC for their failure in performance. There has been a change in management at Morgan Sindall and there will be a much more detailed scrutiny of programming and resources. In addition, we are stepping up progress monitoring. Outstanding compensation events: <ul style="list-style-type: none"> CE0037 Changing Places Compliance CE0042 Additional paving, fencing and lighting to eastern plaza CE0052 External CCTV infrastructure CE0055 Removal of Japanese Knotweed CE0056 Installation of Arvato free issue Wi-Fi APU's CE0057 ICT Telecoms Room G10 (installation of lay-in grid ceiling) CE0058 Leak detection system CE0060 1yr post completion maintenance aftercare package CE0061 Classroom 5 Storeroom ceiling CE0062 Reading Garden (end closure security) 					

Appendix E: Council's Gold Project updates as at 30th September 2015

- CE0064 Additional monitor arms
- 3. Mechanical and electrical works which have been completed in the period are as follows:
 - a. Main CT and supply meter installed
 - b. Cabling from main meter into the LV switch room and upper floors
 - c. All three floors dead tested for electrical.
 - d. Water meter installed
- 4. Installation of 1st fix Integrated Panel Systems, vanity units and corean worktops
- 5. Completion of polished concrete floors, screeding to outstanding areas.
- 6. Completion of 1st fix metal ceiling work to ground floor.
- 7. Rigitone boarded ceiling applied to first floor ceiling and 1/3 taped.
- 8. Remaining raised flooring to first floor installed.
- 9. Decorative board being installed on the North wall
- 10. Raised access flooring completed to the second floor and all front of house walls. Installation of 1st fix metal for ceilings and forming completed for the 9 No. roof lights
- 11. External works and Queensmere Shopping Centre works progressing well and cladding works almost complete.
- 12. Neighbours meetings ongoing.

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

1. Completion of Second Floor ceiling between gridlines 4 and 10 including painting and 2nd fix MEP with removal of the birdcage scaffold, installation of the sanitary ware. Back of house ceiling – primarily the installation of the grid and service tile. Commencement of the painting and commencement of the tiling and installation of bespoke joinery.
2. Completion of the First Floor ceiling to all areas including installation of the 2nd fix MEP, with completion of the painting to all the walls and ceilings. Progressing the final lining to the straight staircases from first to second floors.
3. Installation of the acoustic battens to the multi-purpose room and feature staircases and oak flooring to the multi-purpose wall. Installation of the retractable seating to the multi-purpose room. Completion of the polished concrete flooring. Closing of the walls to all areas. Commencement of the Ground floor rigitone ceiling to the front of house area and installation of the ceiling to the back of house area.
4. Paving to the eastern & western plazas.
5. Installation of the lighting and CCTV columns.
6. Starting of the works to the bell-mouth in accordance with the minor works agreement.
7. Finalisation of Agreement with the diocese and preparation for the demolition of the Church Hall in the New Year.

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. Major risk mitigated by allowing an extended period for the completion of works beyond handover from construction.	Amber
3. Church – must resolve occupation of small area of land without agreement and no build zone and finalise solution for the church hall. Final agreement pending revisions to drawings and review of potential removal of a tree to the front of the Church.	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 £578,942. The potential increase to the contract sum if all compensation events are implemented stands at £709,550.	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. Growth bid has been submitted for £391k	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

Appendix E: Council's Gold Project updates as at 30th September 2015

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
10. Installation of electrical meter for the shopping centre goods lift.	Amber
Recommendations for CMT:	
<ol style="list-style-type: none">1. Note progress and activity on site.2. Note management of risks to project timeline and budget.3. Take appropriate action to address risks as indicated above.	

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Appendix F: Five Year Plan Outcome updates as at 30th September 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	05/10/2015
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	01/09/2015
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"> • Economic Partnerships Officer took up post on 3rd September. • KP Snacks moved into Slough on 14th September (Case study to follow). • On track to submit Smart Cities bid with focus on improving health outcomes for the community. Business partner: ZTE. Academic partner: Henley Business School. <p>1.2 Ensure a fit for business transport infrastructure</p> <ul style="list-style-type: none"> • Major scheme evaluation completed Full Business Case submitted awaiting approval the PRB and Capital Strategy Board before awarding the contract. • Stoke Road Regeneration including station forecourt upgrade (north) feasibility study commissioned • Stoke Poges Lane bridge opened. • Leigh Road bridge opens 24th September. <p>1.3 Enable partners to support residents to develop skills to meet local employers' needs</p> <ul style="list-style-type: none"> • SBC work experience programme for JCP clients aged 16 - 24 resulted in two out of three candidates gaining employment immediately after their placements. • Three long-term unemployed lone parents have now secured employment following the Elevate Slough Gingerbread Marks and Starts programme. <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"> • On 15th September the Cabinet approved the "Centre of Slough Strategy". One of the key elements of this is "Attracting More Business". The proposals in the Strategy will be fed into the emerging Planning policies for delivering more high value employment generating development in the centre. <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"> • Station Road closure approved by Cabinet. • Transport Modelling on WRAtH agreed with Network Rail. <p>1.6 Develop a more mutually beneficial relationship with Heathrow Airport</p>					

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

- Traffic surveys agreed with HAL, data to be shared saving SBC approximately £50K.
- 24/7 bus service launched for 7 series.

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

- Specifications for gateways being drafted.
- Gateway cleaning monitoring has commenced.

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

1.1 Establish a business inward investment and retention function

- Town Centre Manager to be interviewed and appointed.
- Agency to be appointed for BIG Slough Messaging.
- Promote Slough as a business location at MIPIM UK.

1.2 Ensure a fit for business transport infrastructure

- Contract Award for major schemes, works start on site.

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

- Soft skills and traineeship event arranged for 16th October.
- Second SBC work experience intake for 16 – 24 year olds – with a maximum of 5 referrals from Job Centre plus.
- Labour Market Information portal including vacancy data and growth sectors to go live on Slough Elevate Me early October using LEP data. This is to be used by employability practitioners and careers services in schools.

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

- Station Road closure commences on site.

1.6 Develop a more mutually beneficial relationship with Heathrow Airport

- Response to commission on surface access to airports.

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

- Nothing to report.

Key issues of risk / obstacles to progress:

(the main headings from the more detailed Risk Register for this 5YP outcome)	Red / Amber / Green

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

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	30/09/2015					
<i>Previous month</i>	GREEN	AMBER	AMBER	AMBER	31/08/2015					
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"> 10 under occupiers have moved through the Tenant Incentive Scheme (TIS). 8 tenants of Tower & Ashbourne (T&A) re-housed to alternative accommodation. 77% of tenants in T&A completed housing register forms to begin relocation process. Consultant (Savills) have 7 leaseholders to buy back RTB units in T&A in progress. Garage report including draft garage strategy & RAG rating submitted to Scrutiny (03/09/15). First draft of 30 year HRA business plan & development strategy currently under review. Small sites development strategy submitted to cabinet (14/09/15). PRS Landlord forum was held at The Centre on the 24/09/15. Comprehensive HRA stock condition survey out to tender (Return Date 23/10/15). 										
Key activities / milestones <i>scheduled</i> for next period:										
<ul style="list-style-type: none"> Final results of TIS review and incentives for downsizing tenants available. 95% of tenants in Tower & Ashbourne completed housing register forms to begin relocation process. 10 tenants re-housed from Tower & Ashbourne. 										
Key issues of risk / obstacles to progress:										
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green						
Increased PS market rent levels rendering the sector inaccessible to households on benefits.				R	R	A				
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.				R	R	A				
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.						A	A	A		
Increase in construction costs rendering small and infill site development non-viable.								A	G	G
Staff vacancy rate and inability to recruit to undertake housing regulation functions.				R	R	R				
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.						R	A	A		
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.							A	A	A	
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.							A	A	A	

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

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	AMBER	AMBER	GREEN	05/10/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	26/08/2015
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"> • Cabinet report completed. • Vision and Strategy agreed. • Work stream programmes updated. • Programme updated. • Strategic Acquisitions Policy agreed by Cabinet. • CPO Strategy agreed by Cabinet. • Outcomes Based Budgeting exercise completed. • The Curve opening programme agreed by Task and Finish Group. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Work stream leads to establish formal working groups and reporting. • Budgets savings to be confirmed. • Re-visit/wind-up T&F Group. • Confirm budget for opening of the Curve. 					
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 September 2015

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/GREEN	AMBER/GREEN	06/10/2015
<i>Previous month</i>	GREEN	AMBER	AMBER/GREEN	AMBER/GREEN	07/09/2105
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"> • 5YP budget meetings for Outcome 4 continuing & 5YP Outcome 4 prep for presentation to C&D. • Safer Slough Partnership meeting held; Strategic Assessment completed and DA Strategy endorsed, Youth Parliament Reps now included. • Following the VMAP evaluation, the project has now been expanded to cover all of Slough and to include all aspects of violent crime. • Slough DAAT was successful in securing funding and support to conduct a review of Alcohol Pathways in Slough; 3 task and finish groups looking at service and capacity mapping, data collection and information governance and funding flows. This will feed into the Partnerships review. • Prevent Coordinator now in post • Young Leaders Programme (YLP), funded by the Home Office, publicity and recruitment for 25 young people aged 15 to 17 years old to attend this project. • Rogue Trader Day on the 30th September – partnership operation with 27 officers from 5 agencies. • Waste Carriers Op held in the east with TVP, Immigration and Parking Enforcement. • Community event held in Moreland Avenue. • ASB Legislative Training for TVP & SBC, Advanced Investigative Training for SBC staff. • Illicit tobacco operation – carried out with tobacco dogs. • Shisha advice gone out to all premises in the borough, further Shisha enforcement visits completed. • Change in e-Cigarettes law – cannot sell to anyone under 18 – press release produced with good coverage. • CSE Coordinator in post. • Draft FGM strategy and pathways prepared. 					
Key activities / milestones <i>scheduled</i> for next period:					

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

- LCJB offender health workshop.
- Yew Tree and Herschel park multi-agency task and finish group to meet following a number of ASB issues.
- Thames Valley Police Neighbourhood Policing seminar.
- Progressing the Safer Slough Partnership mapping project.
- Home Office meeting 08/10 - Syria/Iraq & Working with Communities.
- Review of Late Night Refreshment Licenses.
- Licensing Policies on Gambling, No casino, DBS, English Test for driver, Street & House to House collection.
- CSE Licensing Splinter Group – prep for Hotel Watch, Safeguarding Awareness Training and CSE Awareness packs for officers.
- Waste Carriers Op planned.
- Squatter / Rough Sleepers Op planned.
- Loan Shark Week commences and CRED day.
- Press release on Universal Credit and extortionate credit and advising financially vulnerable adults to be distributed.
- Introducing CCTV to Baylis Park to help tackle anti-social behaviour as this has become a hotspot area.

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; need to maintain momentum.	Amber
Prevent Co-ordinator in place 1 st September.	Green
CSE Co-ordinator currently being recruited.	Green

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

5 YEAR PLAN OUTCOME:	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		OUTCOME LEAD:	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	RED	RED	RED	RED	05/11/2015
<i>Previous month</i>					05/10/2015
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>Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</p> <ul style="list-style-type: none"> Action Plans being developed for delivering the Children and Young People’s Plan July 2015 – December 2016 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. 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>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’s social care services transferred into the Slough Children’s Services Trust (SCST). SCST undertaking series of audits and baselining exercise in order to establish exact position in terms of quality of service provision. <p>Ensure vulnerable children and young people are safe and feel safe.</p> <ul style="list-style-type: none"> SCST undertaking series of audits and baselining exercise in order to establish exact position in terms of quality of service provision. Launch of MASH delayed until spring 2016. <p>Ensure children and young people are emotionally and physically healthy.</p> <ul style="list-style-type: none"> Action Plans developed for delivering the Children and Young People’s Plan July 2015 – December 2016 priorities around: supporting children and young people’s emotional and mental wellbeing; and supporting children and young people’s physical wellbeing. Consultation on draft Child and Adolescent Mental Health Services (CAMHS) Strategy launched. Flu vaccination campaign underway to increase uptake in children. Health visiting service increasing the percentage of women seen antenatally. Teenage pregnancy quarterly figures show eight lowest rates in the country (June 2014). <p>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> <ul style="list-style-type: none"> Action Plans developed for delivering the Children and Young People’s Plan July 2015 – December 2016 priority around: ensuring children and young people are engaged and helped to access opportunities that will enable them to reach their full potential. In October 2013, Slough Borough Council entered into a 3-year contract with Cambridge 					

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

Education for the provision of Slough's education services. This contract will expire on 30th September 2016. The Council, Cambridge Education and Slough Children's Services Trust will work in partnership over the next twelve months to ensure continuity and security of service provision via current and future contractual arrangements.

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

- Provision of SEN Assessments transferred into the Slough Children's Services Trust (SCST).
- Transition to EHCPs for children and young people with SEND completed up to Year 9.

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

- Sufficient school places identified and delivered for school year beginning September 2015.
 - Primary places – new primary free school opened on the Langley Academy site in September 2015. Temporary classrooms were installed at St Mary's CE Primary, James Elliman Primary and Claycots Primary for September 2015, while development plans proceed for permanent provision at each site.
 - Secondary places – Eden Girls' School opened on a temporary site.
 - Places identified for all reception and year 7 applicants, and late applicants will be offered places as they apply. There is an emerging pressure in some primary year groups which may affect those who have applied recently.

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

Undertaking full refresh of Outcome 5.

- 1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.**
 - Establishment of SCST to deliver improved children's social care services in the borough.
- 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.**
 - Establishment of SCST to deliver improved children's social care services in the borough.
- 3. Ensure vulnerable children and young people are safe and feel safe.**
 - Establishment of SCST to deliver improved children's social care services in the borough.
- 4. Ensure children and young people are emotionally and physically healthy.**
 - Complete consultation on draft CAMHS Strategy.
 - Continue development of plans for a holistic 0-19 health offer.
 - Mentalhealth4life resources to be launched nationally on November 11th for roll out in the new year
 - Bids for CAMHS Transformation funding submitted.
 - Oral health and nutrition strategy in development.
 - Planning for ChangeforLife.
- 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.**
 - 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.**
 - Establishment of SCST to deliver improved children's social care services in the borough.
 - 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
Provision of children's social care services outside of local authority control, whilst SBC retains statutory responsibility for provision.	Red
Introduction of fully operational MASH delayed until spring 2016.	Red
Review of services provided by Cambridge Education to include services which will transfer into the SCST following ministerial direction, and services which will need to be re-commissioned.	Amber

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

School places: <ul style="list-style-type: none"> Higher than expected numbers of school applications years 1-6 Possible impact of further inward migration and asylum seeker arrivals. 	Red
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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	AMBER	AMBER	AMBER	AMBER	05/10/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	04/09/2015
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 achieved in this period:
<ul style="list-style-type: none"> Voluntary and community sector bids received – evaluation underway. Direct payments support services in place. IT systems for care act approved. Social care reform programme – second meeting held – financial challenge. Integration workshop with CCG. Innovation workshops taken place. Advocacy review and workshop taken place. Review of efficiencies/savings to be delivered – savings plan. National minimum data set for workforce completed. Health scrutiny panel – reform programme, carer's strategy, local account. Successful engagement events re LD provider service changes. Supported housing options confirmed. Peer review meeting/challenge with Portsmouth City Council. Review of CHC started.

Key activities / milestones scheduled for next period:
<ul style="list-style-type: none"> Procurement decision on voluntary sector contracts to support voluntary sector strategy. Savings plans in place for ASC and being monitored. Work on systems and digital options for delivery of Care Act social care reforms. Regional workforce workshop.

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

- LD provider service changes – options paper to CMT.
- Deliver supported housing options.
- Interoperability project with CCG.
- Market failure protocol.
- BCF integration workshop 2.
- CHC plan completed.
- Prevention plan development.
- Restructure proposals for care group commissioning.
- Extra care housing proposal agreed.

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 September 2015

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	05/10/2015
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/09/2015
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 close to 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 above its collection profile (expected collection rate of 96.7% for 2015-16) though the overall net collectable debit is lower than budgeted. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Actively seeking mortgage lender / broker arrangements to support the Local Authority Property Purchase scheme approved at Cabinet in September. • Protocol being developed for referring residents to access mortgage scheme. • Options appraisal of first properties for the Strategic Asset Acquisition scheme. • 3rd draft of proposals to reduce the cost base of the outcome to 65% of current spend by 2019-20. Highlighting income / cost base reduction of almost 100% of the outcome 7 budget over the MTFs. • Expected proposal on improving Business Rates collection. 					
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.					Green
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 September 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	02/10/2015
<i>Previous month</i>	AMBER	AMBER	AMBER	AMBER	04/09/2015
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"> • Transformation Board considered specifics of digital programme and agreed resourcing including workstream leads. • Transformation Board agreed external review of ICT Strategy and action plan. • Pilot of desk top upgrade in progress. 					
Key activities / milestones <i>scheduled</i> for next period:					
<ul style="list-style-type: none"> • Audit of desk space and proposals how to deliver 6:10 desk ratio for SMP to be agreed. • Desk top upgrade pilot to be reviewed and roll out to be agreed from November. • Revised home and mobile working policy to be finalised. • ICT review workshop to be held on 7 October. • Digital Transformation Manager to be recruited. • Digital Transformation workshop to launch programme to be held on 20 November. 					
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
• Capital investment requirements higher than present budget allocation.					Amber
• Lack of in house capacity to deliver transformation.					Amber