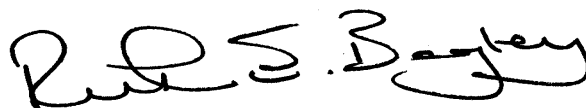


Date of issue: Friday, 2nd December, 2011

MEETING	CABINET	
	Councillor Anderson	Leader of the Council -
		Finance & Strategy
	Councillor S Chaudhry	Community & Leisure
	Councillor A S Dhaliwal	Performance & Accountability
	Councillor Matloob	Opportunity & Skills
	Councillor Pantelic	Education and Children
	Councillor Parmar	Environment & Open Spaces
	Councillor Swindlehurst	Neighbourhoods & Renewal
	Councillor Walsh	Health & Wellbeing
DATE AND TIME:	MONDAY, 12TH DECEMBER, 2011 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	CATHERINE MEEK	
	01753 875011	

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Apologies for absence.

- | | | | |
|-----|--|----------------|----------------|
| 1. | Declarations of Interest

(Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct). | | |
| 2. | Minutes of the Meeting held on 21st November 2011 | 1 - 6 | |
| 3. | Project Performance and Finance Reporting 2011/12 | 7 - 46 | All |
| 4. | Award of Contract for Provision of Transactional Services for Slough Borough Council | 47 - 58 | All |
| 5. | Draft Budget Strategy and Medium Term Financial Plan 2012/13 and 2015/16 | 59 - 72 | All |
| 6. | Awarding of the Berkshire Community Equipment Service (BCES) Contract | 73 - 78 | All |
| 7. | Highway Changes in Chalvey | 79 - 86 | Chalvey |
| 8. | References from Overview and Scrutiny | To
Follow. | All |
| 9. | Executive Forward Plan | 87 - 90 | All |
| 10. | EXCLUSION OF THE PRESS AND PUBLIC

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial of business affairs of any particular person (including the authority holding that information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended). | | |

PART II

- | | | | |
|-----|---|----------------------|------------|
| 11. | Award of Contract for Provision of Transactional Services for Slough Borough Council | 91 - 124 | |
| 12. | Awarding of the Berkshire Community Equipment Service (BCES) Contract | To
Follow | All |

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

Note:-

Bold = Key decision

Non-Bold = Non-key decision



Cabinet – Meeting held on Monday, 21st November, 2011.

Present:- Councillors Anderson (chair) (arrived at 7.15 pm), S Chaudhry, A S Dhaliwal, Matloob, Pantelic, Parmar, Swindlehurst (chair until 7.15 pm) and Walsh

PART I

61. Declarations of Interest

None.

62. Minutes of the Meeting held on 17th October 2011

That the minutes of the meeting held on 17th October 2011 be approved as a correct record.

63. Order of Business

The Chair advised that he intended to alter the order of business, taking item 8, Children's Centre and Library in Colnbrook - Update, before the remaining items.

64. Children's Centre and Library in Colnbrook - Update

The Cabinet was provided with a presentation on the restoration process which had taken place to provide the children's centre in Colnbrook. Officers advised that the building had been affected by wet rot and woodworm, in addition to missing a roof, windows and water supply. After seven months of work, the grade one listed building had been restored to create a welcoming hub for the community and offering a secure environment for children.

The centre now offered a broad range of services, including a self service library, which was jointly provided by Sure Start and Library Services (Slough) in Slough. The service enabled members of the public to access books within the main library system. The Cabinet was advised that the Centre offered facilities for training classes, a family learning centre and health visitor drop in sessions. Services to be offered by the Centre were to be advertised during open days held on 24th and 25th November 2011.

In response to a question, the Cabinet was informed that it was intended that the Centre be used to its full potential via the use of volunteers, who would enable it be open as frequently as possible. Officers advised that they were currently in the process of building relationships with volunteering organisations and establishing who may become a suitable key holder.

Resolved - That the Cabinet note the verbal update.

65. Draft Budget Strategy and Medium Term Financial Plan 2012/2013 to 2015/16

The Cabinet was provided with the latest projections of the Council's Revenue and Capital Budgets for 2012/2013 to 2015/2016 and detailed a number of specific saving proposals. New proposals included a commitment to reduce agency staff spend which would primarily be achieved by employing agency staff for a maximum of 30 hours per week, wherever possible.

The Cabinet was advised of the proposal to increase the number of posts offered on a part-time basis, which would widen the pool of local people available to undertake roles, particularly women. Officers advised that this would have a minimum impact upon current full-time employees and it was emphasised that there was no intention to burden current staff with unreasonable workloads. Officers were questioned by the Cabinet as to the availability of evidence which suggested that part-time workers were as productive as full-time workers. Officers informed that evidence was available Council and industry wide which suggested that productivity was not hindered by part-time employment. It was agreed that this information be made available to Cabinet members at their request.

The final saving was to be made via increased emphasis upon maintaining a fit and healthy workplace. The Cabinet was informed that Officers suffering from long term sickness would not be affected by this proposal, but rather work would be undertaken with trade unions, staff and managers to minimise time lost as a result of short term sickness. In response to a question, the Cabinet was advised that this would not require amendments to be made to the Council's existing sick leave policy, but rather the measure currently available within the policy would be more readily enforced.

The Cabinet agreed to take the overarching savings strategy and targets as set out on Appendix A, in addition to the specific proposals set out in section 5.15 of the Report, on the grounds of urgency.

Resolved:

- (a) That the Council's current projected Revenue Budget for 2012/13 to 2015/16 be noted.
- (b) That updated assumptions underlying the Medium Term Financial Plan be noted.
- (c) That the overarching savings strategy and targets as set out on Appendix A to the report be approved and that additional proposals be further developed to meet remaining budget deficit. (Decision taken on the grounds of urgency).

Cabinet - 21.11.11

- (d) That the specific proposals set out in section 5.15 of the Report be agreed and that Officers be requested to implement them with immediate effect where possible. (Decision taken on the grounds of urgency).

66. Project Performance and Financial Reporting 2011/12

The Cabinet was presented with a report on the Council's overall performance from delivery of service to the financial management covering the period up to and including September 2011, in respect of the Council's Gold Projects, the revenue position and Treasury Report.

Resolved - That the Cabinet note the following aspects of the report:

- i. Project management
- ii. Financial performance – revenue and capital:
 - Note the current projected outturn position on the General Fund of an under spend of £189K.
 - Note that the Housing Revenue Account (HRA) reported a forecast surplus of £153k.
 - Note the identified areas of risk and emerging issues.

67. Council Taxbases for 2012/13

The Cabinet was presented with a report detailing the categories of occupation for the purpose of determining the council taxbase for the Borough during the 2012/13 financial year. Officers advised that a controlled formula was used for the calculation of the council tax; however some discretion was available with regard to the discount provided to owners of second homes and empty properties. It was agreed that a collection rate of 98% would be agreed for the financial year.

Resolved:

- (a) That the level of council tax discount in respect of second homes remains at 10%.
- (b) That the level of discount in respect of long-term empty properties remains at 0%.
- (c) That the collection rate for the council tax for 2012/13 be set at 98%.
- (d) That, in accordance with the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 1992 the amount calculated by Slough Borough Council as its council taxbase for 2012/13 shall be:

i)	Parish of Britwell	1,809.5
ii)	Parish of Colnbrook with Poyle	1,959.1
iii)	Parish of Wexham	1,497.6
iv)	Slough Town	36,715.3
	All areas	41,981.5

68. Leisure Capital Strategy

The Cabinet was provided with a report detailing proposals as to which leisure services were needed in the context of evidence of need and national standards for leisure provision. In addition to considering the options for redevelopment of the existing leisure facilities within the borough, the report also detailed an opportunity to achieve service improvements and a potentially affordable capital project which would be delivered as part of the proposed LABV.

The Officer informed the Cabinet that three additional services had been given particular focus, namely the provision of squash courts, five a side football and an ice arena. Officers highlighted 3 current services which were likely to require costly repairs in the near future, those being, the main swimming pool, the base of which had begun corroding, the roof of the Montem Leisure Centre and the equipment required at the Ice Arena. The Cabinet was advised that funding for the leisure facilities could be raised via three options. The first was to do nothing, the second was the possibility of developing the facilities via a LABV. Officers informed that this would be the Council's preferred option as it would best value. The second available option was to invest via the re-let of the existing leisure contract.

In response to a number of questions, the Cabinet was advised that further work was needed to establish the most viable option, and a report would be presented to Cabinet in September 2012. The Cabinet highlighted affordability as being a particularly important consideration when making the decision as to the provision of future services.

Resolved:

- a) That the Assistant Director for Culture and Skills be authorised, following consultation with the Commissioner for Community and Leisure, to undertake further research detailed in section 6.14ff of the report and develop a user specification for re-providing leisure facilities currently located at Montem.
- b) That a further report be received in September 2012, or earlier if practicable, on plans for procurement and development in the context of the potential use of the LABV (Local Asset Backed Vehicle) to deliver the council's capital programme.

69. Public Outdoor Events Policy

The Cabinet was presented with a report which set out the background to a new Public Outdoor Events Policy for the Council. The Policy was intended to govern all outdoor events which were to take place within the town centre, Council parks and open spaces. The proposed Events Policy would provide

Cabinet - 21.11.11

clarity to event organisers and ensure that Council obligations and costs were met, particularly with regard to fees and charges.

In response to a question, the Cabinet was informed that organisers would be provided with one day free of charge, either side of the event being held, to allow them to set up and dismantle. It was noted that a review was currently taking place with regard to the need to restrict parking within local areas, for long periods of time, during days on which major events were taking place.

The Cabinet agreed to take the decision on the grounds of urgency, as the Policy was to be implemented from 1 January 2012.

Resolved on the grounds of urgency -

- a) That the public outdoor events policy, at appendix A of the report, be approved.
- b) That the proposed scale of fees and charges, at appendix B of the report, be approved.
- c) That the implementation of the policy and fees and charges from 1 January 2012 be approved.

70. References from Overview and Scrutiny

None.

71. Executive Forward Plan

Resolved - That the Executive Forward Plan be approved.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.30 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 12th December, 2011

CONTACT OFFICER: Julie Evans, Strategic Director of Resources and Regeneration

(For all enquiries) (01753 875300)

WARD(S): All

PORTFOLLIO: Councillor Anderson, Leader of the Council – Finance and Strategy and Councillor A S Dhaliwal, Commissioner for Performance & Accountability

PART I
FOR INFORMATION

PROJECT PERFORMANCE AND FINANCIAL REPORTING FOR 2011/12

1. Purpose of Report

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

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

2. Recommendation(s) / Proposed Action

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

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

3. Key Priorities – Taking Pride in Slough and Making a Difference to Communities

The budget is the financial plan of the authority and as such underpins the delivery of the Council's key priorities through the financial year.

Budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

4. Community Strategy Priorities

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

5. Other Implications

(a) Financial

These are contained within the body of the report.

(b) Risk Management

Supporting Information

6. Gold Project Update

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

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

Monthly Period Summary

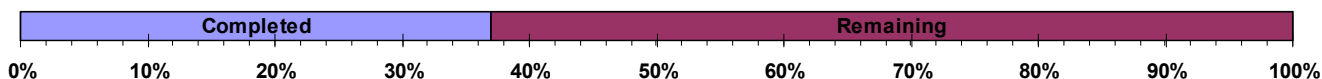
- This report covers ten Gold Projects in total, of which highlight reports have been received for nine as at 31st October 2011. The tenth Gold Project ('Looked After Children's Placements') is currently in the initiation phase, with the project initiation documentation being prepared and work strands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

Gold Project Name	Overall status	Page
Looked After Children's Placements (new)	Will be available in Dec report	n/a
Britwell Regeneration	GREEN	3
Business Continuity	GREEN	4
Customer Focus Programme	GREEN	5
Delivering Personalised Services Programme (draft)	AMBER	6-8
Public Health Transition Programme	GREEN	9
Safeguarding Improvement Plan	AMBER	10-12
School Places in Slough	AMBER	13-14
Slough Local Asset Backed Vehicle ('LABV')	GREEN	15-17
Thames Valley Transactional Services Project	GREEN	18-19

Britwell Regeneration			Project SPONSOR	John Rice	
Wards affected: Britwell & Haymill			Project MANAGER	Jeff Owen	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	02/11/2011
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	04/10/2011
Project start date:	01/03/2011		Anticipated Project end date:	31/03/2018	
<p>Completed: 10% Remaining: 90%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Tenders received from 4 national developers to provide the broad regeneration of Britwell, tenderers interviewed and evaluation process underway. Community consultation undertaken through the regeneration shop and questionnaire. 2. Progress made and secured Stage 2 Tender for the Britwell Hub. JCT Tender issued to 5 companies with return due 09/12/11. 3. Planning permission secured for Britwell Hub and all 3 satellite housing sites. 4. Demolition underway for Marunden Green (part); Hub site; Jolly Londoner (demolished) and Newbeech. 5. Contaminated land removal agreed and commissioned for the Hub site. Investigation report completed for the Garage site and recommendations made for inclusion in Satellite site tenders. 6. Tenders issued for construction of 30 houses on the Satellite sites – 2 tenders one combining Jolly Londoner/Car sales & Library sites and the second for Newbeech site. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Complete the evaluation of the Britwell regeneration tenders. 2. Agree if any / the level of funding to secure more HRA houses. 3. Identify the 2 preferred bidders to report to Cabinet on 12/12/11. 4. Complete the demolition of Newbeech House and partial completion of Marunden Green houses. 					
Key issues of risk / obstacles to progress:					
<ol style="list-style-type: none"> 1. Retendering the Hub & tendering the construction of the satellite site housing – tender prices unknown until process completed. 2. Unable to reach agreement with Regeneration Tenderer preferred bidder – risk attenuated by reducing 					

Britwell Regeneration	Project SPONSOR	John Rice
Wards affected: Britwell & Haymill	Project MANAGER	Jeff Owen
down to 2 preferred bidders.		
Recommendations for CMT:		
1. To note the continuing progress with the project.		

Business Continuity	Project SPONSOR	Roger Parkin			
Wards Affected: ALL	Project MANAGER	Dean Trussler			
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	04/11/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	<i>GREEN</i>	06/10/11
Project start date:	Oct 2011		Anticipated Project end date:	Jan 2012	



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

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

1. Audit Recommendations have been reviewed and action plan developed further.
2. Report produced for Audit Committee.
3. Met with Auditors to discuss timelines and proposed actions.
4. Emergency Planning Officer's taken lead role in development of Action Plan.
5. Reviewed critical services and existing departmental arrangements.
6. Produced standard business continuity forms/ templates/ action plans.
7. Agreed Action Plan and identified achievable timescales.

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

1. Workshop Design Meeting 8th November with KPMG.
2. Directorate workshops being planned with KPMG to assist in plan development for November/ December 2011. Representatives to be nominated and reported back to next meeting. Dates to be confirmed.
3. Business Impact Assessments to be completed for all Directorates.
4. Risk analysis and Risk Register to be updated.

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

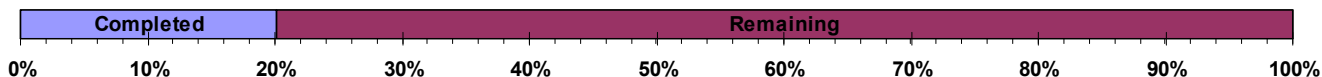
1. Resource availability to support project.

Recommendations for CMT:

1. Ensure Directorate support of planned November/December workshops.

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

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



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

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

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

1.1 Supported Living

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

1.2 Review of Residential Placements

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

1.3 Review of Service Users in Day Care Services

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

1.4 Transitions from Children's Services to Adults Services

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

1.5 Respond Respite Service

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

1.6 Employment support for People with Disabilities

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

2. Commissioning Services

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

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

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

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

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

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

Key issues of risk / obstacles to progress:

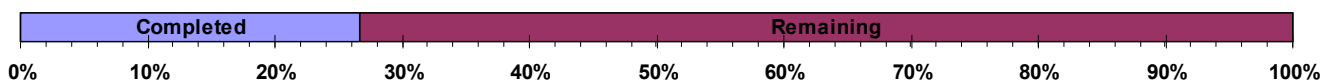
1. **Nothing About Me, Without Me**
 - Identification of suitable housing options and agreement to provide this housing for people with learning disabilities.
 - Any negative reaction to the LD Change Programme.
 - Public reaction to disability employment support changes.
 - Service users not wanting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

Recommendations for CMT:

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

Public Health Transition Programme			Project SPONSOR	Jane Wood	
Wards affected: ALL			Project MANAGER	Tracy Luck (internal) Phil Swann, Shared Intelligence (external)	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	04/11/2011
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	<i>03/10/2011</i>
Project start date:	08/08/2011		Anticipated Project end date:	30/04/2013	
<p>A horizontal progress bar with a scale from 0% to 100% in 10% increments. The first 10% of the bar is shaded blue and labeled 'Completed'. The remaining 90% is shaded maroon and labeled 'Remaining'.</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ol style="list-style-type: none"> 1. Reference Group meeting (including PCT and Cllr Walsh), held on 17 October. 2. Workforce planning workshop held on 31 October including discussion of 3 models of public health delivery. 3. Whole System Event held on 7th October. 4. Slough Forward Board on 10th October agreed way forward to establish shadow Health and Wellbeing Board (by April 2012). 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Third Reference Group meeting to be held on 29 November. 2. First meeting of pre-shadow Health and Wellbeing Board to be held on 29 November. 3. Health and Wellbeing Strategy drafted by 11 November. 4. Organisation and Workforce options by 11 November. 5. Transition from LINKs to HealthWatch policy paper to be drafted. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Relationship of Health and Wellbeing Board to the Slough Forward Board to be formally agreed, including responsibility for taking forward implementation of the Sustainable Community Strategy. 2. Resource to take forward the project after the Shared Intelligence contract has ended. 3. Inability of stakeholders to commit time and resource to progress the project. 4. Possibility of lack of consensus on models of working and planning structures. 5. Lack of awareness of issues and proposals by wider stakeholder group. 6. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning. 7. Public Health budget transfer disadvantages Slough. 					
Recommendations for CMT:					
<ol style="list-style-type: none"> 1. Early identification/consideration of resources required to provide delivery capacity/capability to the shadow HWB. 					

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



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

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

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

Social Care Practice

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

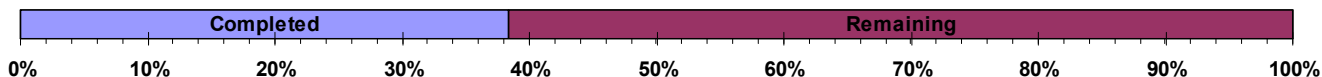
Capability and Capacity

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

Safeguarding Improvement Board	Project SPONSOR	Clair Pyper
Wards affected: All	Project MANAGER	Keren Bailey
<p>caseloads is being undertaken.</p> <p><u>Quality Assurance and Performance Management</u></p> <ol style="list-style-type: none"> 1. An interim Chair of the Local Safeguarding Children's Board (LSCB) has been appointed. 2. A new approach to performance management is being developed to ensure that there is focus on outcomes for children and their families. 3. Management of the IRO service has been moved to the Director to strengthen their challenge role and their ability to hold people to account; additional sector led specialist support has been agreed to carry out an external review of the IROs ; IRO Standards are in place and being used and the escalation procedures are being used systematically; Participation Officer is working with parents and children on child protection plans, and has had 13 responses, with 5 being interested in being part of a focus group. 4. The sector support project has made a series of recommendations for the Improvement Board and the LSCB to consider and implement. <p><u>Early Intervention and Prevention</u></p> <ol style="list-style-type: none"> 1. Early Intervention (EI) and Prevention Sector Support Work has produced an interim report for consideration by the Improvement Board (IB). The structure and funding for the Early Response Hub (First Response) is being reviewed in the light of the recommendations from the Sector Support work. 2. The EI strategy was included in the LSCB conference held on 2.11.11 to revive partner engagement. <p><u>Leadership, Governance and Finance</u></p> <ol style="list-style-type: none"> 1. Now that improved and targeted performance information is available, work is now focused on ensuring that appropriate actions are developed and followed. 2. A strong emphasis on activities that support a change in culture has been developed, supported by the Communications Plan and this will help ensure that staff are involved in and supportive of any changes. 3. Risks against the delivery of our Improvement Plan have been analysed and are being regularly reviewed. Project management arrangements are now fully up and running. Detailed delivery plans are being developed for each Theme in the Improvement Plan now that it has been finalised. 		
Key activities / milestones scheduled for next period:		
<p>Clear milestones for specific aspects of the work are contained in the Improvement Plan and will be included in this GOLD project update as soon as detailed delivery plans are in place.</p> <p><u>Social Care Practice</u></p> <ol style="list-style-type: none"> 1. New Quality Assurance Framework will be disseminated to staff through detailed briefings and distribution of packs including Risk Assessment, Supervision Policy and Practice Standards. 2. A new programme of internal audits has started and will now take place each month with results being fed back to teams, management and training. 3. Management changes taking place, and assessment of skills for staff to be allocated to new teams. <p><u>Capability and Capacity</u></p> <ol style="list-style-type: none"> 1. The first draft of the Corporate Workforce Strategy will be discussed by the Corporate Management Team. 2. Recruitment to key posts will start. 3. Training programme will be commissioned for practitioners and managers. <p><u>Quality Assurance and Performance Management</u></p> <ol style="list-style-type: none"> 1. The Sector Support work on the IRO service will start. 2. Workshops run by the Sector Support project on Quality Assurance and Performance Management will start. 3. Recommendations to improve Performance Management and Quality Assurance work. 4. Roll out of multi-agency auditing. 5. Outcome of S11 Audit due. 		

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

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



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

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

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

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

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

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

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

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

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

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

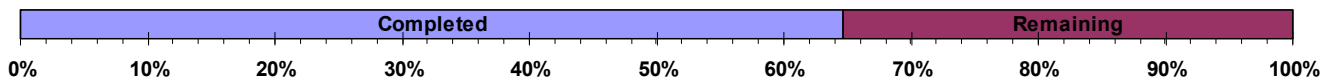
Slough Local Asset Backed Vehicle ('LABV')	Project SPONSOR	Julie Evans
Wards affected: ALL	Project MANAGER	John Rice

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

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

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

Thames Valley Transactional Services Project			Project SPONSOR	Roger Parkin	
Wards affected : All			Project MANAGER	Phil Hamberger	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	03/11/11
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	09/10/11
Project start date:	02/2011		Anticipated Project end date:	01/04/12	



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

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

1. Completion of Competitive Dialogue Stage 2.
2. Completion of SBC due diligence with both suppliers.
3. Member engagement with suppliers at Due Diligence.
4. Ongoing monthly meetings with commissioners to inform them of project progress.
3. Ongoing user engagement with retained organisation to inform the ISFT specification - this has included workshops and presentations at SLT.
4. Completion of the ISFT documentation, draft contracts and evaluation matrix.
5. Release of the ISFT to shortlisted suppliers to deadline.
6. Co-ordinate supplier clarification questions relating to the ISFT.
7. Ongoing staff briefings providing updates on progress to date.
8. Ongoing engagement with Unions - through DCF reporting on project progress.

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

1. Release SBC responses to supplier clarification questions.
2. Brief core & extended evaluation team on evaluation process.
3. Complete member opening process for all tenders received.
4. Complete evaluation process for ISFT.
5. Initiate appropriate level of engagement and communication with staff, unions and members to notify outcome of procurement.
6. Prepare Cabinet reports of final outcome of the procurement.
7. Notify all suppliers which have engaged in the procurement process of final outcome / award of the tender.
8. Ensure all project documentation is collated / and held in a central location for audit purposes.

Key issues of risk / obstacles to progress:

1. **Staff disruption and concern about TUPE transfer process.** This risk continues to be a high priority for the project team as we move towards contract award. As such, this risk is regularly reviewed as part of the communications action plan for this project.

To mitigate this risk the project team continue to ensure that there is ongoing dialogue with staff informing them of progress and this will increase following award of the contract. The SBC Implementation plan post award will include as a priority a joint communication plan in partnership with the successful supplier to enable early staff engagement to take place. Activities will include:

- Ongoing staff Briefings on the TUPE process and the impact on staff.
- Surgeries with the Berkshire Pensions office to advise individual staff.
- Questions and Answer sessions with both the final supplier and Transactional Services Management Team.
- Additional site visits if deemed necessary.
- HR Surgeries if required.

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

7. Performance scorecard Update

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

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

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

(a) Key People Measures

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

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

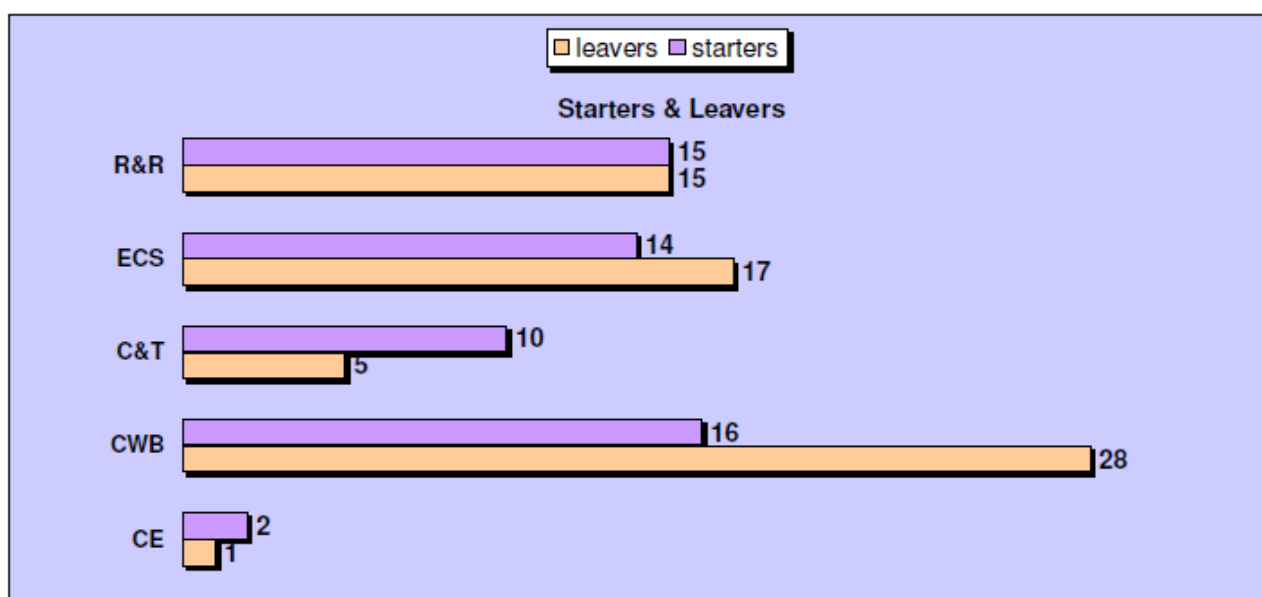
and a breakdown of vacancies is provided in the table beneath. (note part time also includes sessional staff who work a minimum number of hours including 'as and when' and relief contracts, future reports will separate this group.

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

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

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

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



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

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

(b) Key Volume Measures

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

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

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

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

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

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

(c) Key Quality Measures

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

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

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

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

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

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

(d) Key Inspection Results

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

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

(e) Key Outcome Measures

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

The Performance Scorecard is provided as Appendix A.

8. Financial Reporting

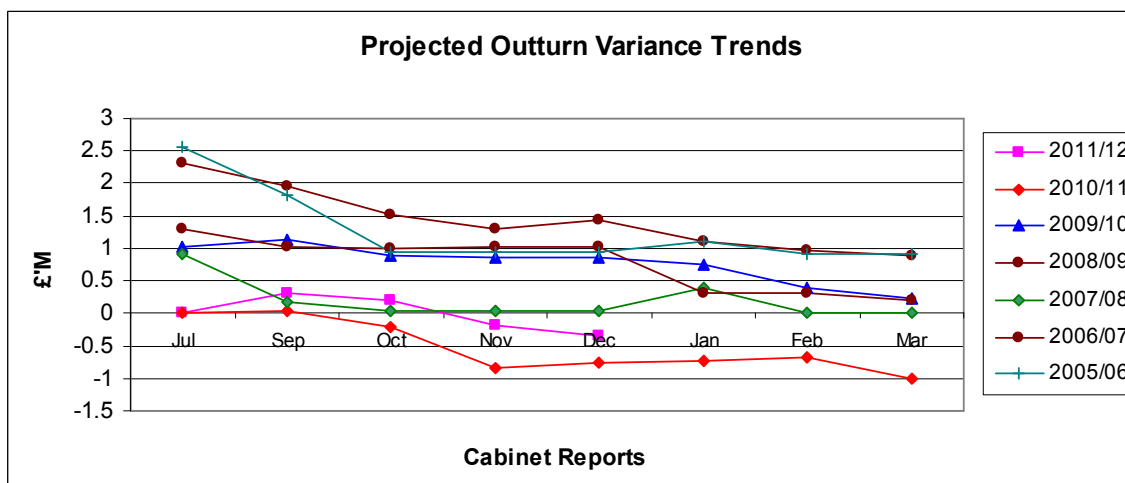
- The Council's net revenue budget for 2011/12 is £105.1m.
- The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

8.1 Projected Outturn Position as at 31st October 2011

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

Table 1 - Projected as at 31st October 2011

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



8.2 Month on Month Movement in Variances

8.2.1. Community and Wellbeing

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

8.2.2. Education and Children's Services

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

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

8.2.4 Resources and Regeneration

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

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

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

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

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

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

8.2.7 Treasury Management reports a breakeven position.

8.2.8 The Housing Revenue Account

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

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

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

8.3 Emerging Issues / Risks

Introduction

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

Directorate Specific

8.3.1 Community and Wellbeing:

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

8.3.2 Education and Children's Services:

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

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

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

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

8.3.3 Customer and Transactional Services:

No specific risks noted

8.3.4 Resources and Regeneration:

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

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

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

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

Transformation activities continue across the directorate.

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

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

8.3.5 Chief Executive

No specific risks noted.

8.3.6 Housing Revenue Account

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

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

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

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

8.4 Emerging Opportunities

Directorate Specific

8.4.1 Community & Wellbeing

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

8.4.2 Education & Children's Services

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

8.4.3 Customer and Transactional Services

None to be noted.

8.4.4 Resources and Regeneration

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

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

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

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

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

8.4.5 Housing Revenue Account

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

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

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

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

8.5 Staffing Budgets

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

8.6 Conclusion

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

Slough Borough Council Balanced Scorecard

October 2011

Council wide

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

Slough Borough Council Balanced Scorecard

October 2011

Council wide

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

Slough Borough Council Balanced Scorecard

October 2011

Council wide

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

Key inspection results

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

Slough Borough Council Balanced Scorecard

October 2011

Council wide

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

Summary Variance Analysis

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

Appendix B

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

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

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

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

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

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

TABLE 1 – Analysis of Variance by Division of Service

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

TABLE 2 – Variance Trend by Division of Service

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

TABLE 3 - Change in Variance this month

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

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th December 2011
CONTACT OFFICER: Philip Hamberger - Assistant Director Commercial and Transactional Services
(For all enquiries) (01753) 875503
WARD(S): All

PART I
KEY DECISION

AWARD OF CONTRACT FOR PROVISION OF TRANSACTIONAL SERVICES FOR SLOUGH BOROUGH COUNCIL

1. Purpose of Report

To update the Cabinet on the procurement and establishment of the Transactional Services Centre in Slough as agreed by Cabinet on 9th November 2010 and to agree the preferred supplier. The Cabinet is requested to consider the report and make a decision as a matter of urgency to enable the revised procurement timetable to be followed and for the contract to commence as scheduled in April 2012

2. Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the progress and status of the contract procurement project be noted.
- (b) That Company 1 (as detailed in the Part II Appendices to this report) be appointed as the preferred supplier.

3. Community Strategy Priorities

Transactional service arrangements link to the effective and efficient running of the Council. The aim is to reduce the transactional services costs whilst delivering on agreed quality of service in line with our medium term financial strategy. Many of the transactional functions, including benefits and Council Tax collection service, will support some of the more vulnerable members of the community, but by driving out costs overall it will enable other front line services to continue to meet the needs of the Borough, hence supporting all of the beneath:

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- A Cleaner, Greener place to live, Work and Play
- Prosperity for All

4. Other Implications

(a) Financial

The evaluation of any interests tendered and recommendations for members will be dependent on the financial contribution secured from any such arrangement. Given cost reductions already agreed in the support services areas (20%) the only way to secure further efficiencies which will be required from 2012 onwards will be via such an arrangement. It is our ability to drive maximum efficiencies in back office and support services that provide protection for our front line and customer facing services in line with members' expectations. The minimum savings required are £700k in 2012-13 and a further £700K in 2013-14 to deliver our medium term financial strategy.

(b) Risk Management

There are significant risks as well as opportunities of entering into such an arrangement. Any risks to the council will be identified and managed through our existing risk management policies and reported on a regular basis. The key programme risks were identified as:

- Staff disruption and concern about TUPE transfer process – Development of a robust short, medium and long term communications plan will ensure staff are regularly briefed on how the project is progressing.
- Desired levels of service are not achieved - Clear specification and penalties within contract will deal with poor performance.
- Engaging with a private sector partner for the provision of customer services inherent with risk - Legal Services are fully engaged with the procurement process to protect the council's interests.
- Project fails to meet the timescales – rigorous project management methodology adhered to; service experts now engaged allows various milestones to be achieved to target
- Unsuccessful procurement of a partner – council will continue to adopt a flexible and creative approach to secure a suitable partner. Process to date suggests that there are suppliers who are interested
- Challenge to process and contract award from unsuccessful Tenderer

It is apparent that the actions of the project group have mitigated many of the risks and the following have been successfully managed:

- A successful partner has been procured
- The project has met timescales.
- TUPE risks have been addressed
- Desired levels of service are being maintained
- Robust Procurement Process and evaluation criteria implemented

These last two issues will become even more crucial during the transition period and these risks will continue to be reviewed and monitored by the project group.

(c) Human Rights Act and Other Legal Implications

The Council will obviously be engaging with a private sector supplier for the provision of services. Legal advice sought to ensure the process and arrangements entered into protect Slough's interest.

There are no Human Right Act implications.

(d) Equalities Impact Assessment

As details of the proposal become clear these will be checked again, but it is not envisaged that there will be any concerns arising since the intention is to protect existing staff wherever possible and to maintain services to our community.

(e) Workforce

With the setting up of such a mode of service provision there will be TUPE transfer issues of staff in the affected areas moving into the new arrangement. This includes TUPE transfer of all Transactional Staff to the chosen supplier on the 2nd April 2011.

5. Supporting Information

5.1 On 9th November 2010 The Cabinet agreed:

- (a) That officers be instructed to commence the most appropriate procurement process to engage with suitable service providers to attract a partner to establish a regional Transactional Services Hub in Slough with the view to providing transactional services to other public sector organisations and as part of the process in awarding any such contract the following will be a prerequisite:
 - (i) Service provider must be located in Slough.
 - (ii) Existing employees engaged in TUPE processes.
 - (iii) Clear performance standards and any new procedures or standards set by the Government will be in place to ensure high quality performance. If standards are not met they will be subject to financial credits.
 - (iv) A robust retained client function is established to ensure effective ongoing contract Monitoring Arrangements are in place and provide regular reports to Members.
 - (v) The Lead Cabinet member be involved from the outset.
- (b) That a report back be brought to a future Cabinet meeting in line with the procurement timetable

5.2 These services would include the following: Housing Benefits, Council Tax collection, NNDR (Business Rates), payroll, Payments, Creditors & Debtors, Cashiers, Accounting Technicians, Recruitment, E-HR, and Revenues and Benefits Telephone Contact.

On 13th June 2011 the Cabinet agreed to;

Note the progress so far and to instruct officers to continue with the competitive dialogue process until the Preparation of the Invitation to Submit a Detailed Solution (ISDS)

5.3 The original procurement timetable was:

• OJEU Notice Published	02 November 2010
• Deadline for return of PQQ	14 March
• Notification of short listed suppliers	24 March
• Supplier Workshop	28 March
• Issue ITPD/ISOS	01 April
• Deadline for return of ITPD/ISOS	10 May
• Dialogue Meetings week commencing	06 June
• Site Visits (where necessary)	w/c13 June
• Issue ISDS	22 June
• Deadline for return of ISDS	13 July
• Dialogue Meetings week commencing	25 July
• Issue ISFT	1 August
• Deadline for return of ISFT	22 August
• Final Dialogue/Clarification meetings	05 September
• Contract Award	09 September

5.4 The core project team is shown in the table below. Other service specialists were invited to join the team as and when required.

Area of responsibility	Member of staff
Project Sponsor	Roger Parkin - Strategic Director Customer and Transactional Services
Project Manager	Philip Hamberger – Assistant Director Commercial and Transactional Services
Project support	Vijay McGuire – Business Transformation Officer
Procurement process	Jo Head - Assistant Director Commissioning, Procurement and Shared Services
HR Issues	Surjit Nagra - HR Business Partner
IT requirement/considerations	Simon Pallet - Head of IT
Financial Processing	Eugene Spellman – Service Manager Transactional Finance
Legal	Graham White - Interim Head of Legal
Finance	Emma Foy – Acting Head Of Finance
Communications and engagement	Sue Binfield - Internal Communications Officer

5.5 Following the evaluation a workshop was held on the 28th March 2011. This covered: SBC Overview, Project timetable and Q & A and opportunity to clarify council's position and respond to supplier questions. All the potential suppliers attended and the feedback from them was positive. Appendix 1 lists the companies involved in the procurement process.

5.6 An Invitation to submit Outline Solution / Invitation to Participate in Dialogue (ISOS) was issued on the 1st April – as per timetable. Over 300 questions were raised by suppliers and all these were answered in line with the timetable. The deadline for submission was 10th May 2011 and all eight companies submitted bids. Dialogue meetings took place in the week commencing 13th June 2011.

- 5.7 The table below shows the headline criteria that were applied and their associated weightings.

Technical Proposal Section	Weighting
Experience	15
Business Continuity	10
Operational Procedures	10
Service Levels	10
TUPE	10
Innovation	10
Performance Management and Quality Assurance	10
Financial Management	10
IT Requirements	15
TOTAL	100%

- 5.8 Following commercial dialogue and evaluation of the submissions Tenders 4 and 8 were not invited to take any further part in the procurement.
- 5.9 The Invitations to Submit a Detailed Specification were issued on 22nd June in line with the original time scale. The table below shows the headline criteria that were applied and their associated weightings

Request/Requirement	Weighting
Executive Summary	2
Service Delivery Proposals	20
Job Retention and Creation	20
Added value to Slough Residents & Slough Borough Council	10
Employee Proposals	8
Commercial and Financial Proposals	10
IT Solutions	10
Legal Information and Partnership Proposals	5
Quality Assurance and Performance Measurement System Proposals	10
Implementation Planning	5
TOTAL	100

- 5.10 As part of the process staff, leading members and Trade Union representatives visited each supplier and the information gathered used to inform the questions and discussions held as part of Competitive Dialogue.

5.11 A separate Tender Evaluation Panel was formed with the tender submissions being evaluated by senior managers and service specialists. The Tender Evaluation Panel consisted of:

Member of staff
Roger Parkin - Strategic Director Customer and Transactional Services
Philip Hamberger – Assistant Director Commercial and Transactional Services
Judith Davids – Assistant Director of IT and Customers Services
Jo Head - Assistant Director Commissioning, Procurement and Shared Services
Neil Aves – Assistant Director of Housing Services
Emma Foy – Acting Head Of Finance
Surjit Nagra - HR Business Partner
Simon Pallet - Head of IT
Dave Churchfield – Head of Logistics
Charlie McKenna – Service Manager Revenues and Benefits
Eugene Spellman – Service Manager Transactional Finance
Graham White - Interim Head of Legal
Alan Spratt - Procurement Specialist

In addition the Strategic Director of Resources & Regeneration, as the Council's S151 Officer reviewed the bids of each supplier and provided analysis of the financial bids.

5.12 The Procurement Phase was on schedule up to the issue of the ISDS. The evaluation process of the ISDS took longer than originally specified within the timetable due to the need to clarify technical and financial aspects of the submissions received. The Tender Evaluation Panel also responded to requests to allow more time for Competitive Dialogue and to allow the bidder's time to undertake Due Diligence.

5.13 The impact of seeking further clarification on the submissions led to revisions being made to the timetable to allow the evaluation team to be confident in making an informed decision on which supplier will be shortlisted. The justification and need to revise the procurement timetable resulted in

- Additional time for the suppliers to submit detailed responses to the technical and financial clarification questions
- Additional time for the evaluation panel to review the responses and complete a consistent, fair and transparent evaluation of the submissions received.

- Two stages of competitive dialogue which will allow both parties to formally engage in discussions relating to their proposed models of service delivery. The dialogue meetings will help to inform the ISFT tender specification.
- Sufficient time to run a series of qualitative workshops with the retained organisation to understand the needs and requirements of the retained services.
- The outcome of these workshops will help to inform the ISFT Tender specification

- 5.14 This revision to the timetable (shown below) has not impacted on the contract start date and still allows for a effective and efficient handover and transition period

Revised Timetable		
Issue ITPD/ISOS		01 April 2011
Questions deadline		13 April 2011
Answers deadline		20 April 2011
ITPD/ISOS Return Date		10 May 2011
Evaluation & clarification of ITPD1		27 May 2011
Agree ISOS Short-list		03 June 2011
Competitive Dialogue Meetings		06 June 2011
Agree ISDS shortlist		21 June 2011
Issue ISDS		22 June 2011
Questions deadline		29 June 2011
Answers deadline		06 July 2011
Complete site visits if appropriate		11 July 2011
ISDS Return Date		13 July 2011
Issue Clarification Questions to suppliers		26 July 2011
Issue Budget & Tupe Information to Suppliers		03 August 2011
Return of clarification Questions from Suppliers	noon	10 August 2011
Evaluation ISDS	Commence	10 August 2011 pm
Evaluation ISDS	Ends	15 August 2011
One to One meetings with Suppliers	Commence	19 August 2011
Financial Submission Deadline from Suppliers	Ends	5th Sept 2011
Evaluation of Financial Clarifications	Commence	13th Sept 2011
Clarification Questions to suppliers		19th Sept 2011
Return of clarification Questions from Suppliers	5pm	21st Sept 2011
Evaluation	Ends	22nd Sept 2011
Notify Suppliers of Evaluation Outcome		22nd Sept 2011
Competitive Dialogue (Stage 1)	Commence	26th Sept 2011
Competitive Dialogue (Stage 1)	Ends	30th September 2011
Due Diligence	Commence	3rd October 2011
Due Diligence	Ends	6th October 2011
Competitive Dialogue (Stage 2)	Commence	10th October 2011
Close Dialogue (Stage 2)	Ends	14th October 2011
Issue ISFT		21st October 2011
Supplier Clarification Questions deadline		28th October 2011
Answers Supplier Clarification Questions deadline		4th November 2011
ISFT Return Date		11th November 2011
Evaluation of ISFT	Commence	14th November 2011
Evaluation of ISFT by Noon	Ends	25th November 2011
Notify Suppliers – (Subject to Member Ratification)		25th November 2011
Alcatel Period	Ends	9th December 2011
Contract Award Date - (Subject to Member Ratification)		9th December 2011

- 5.14 The Tender Evaluation Panel completed the ISDS evaluation which results in suppliers being shortlisted to complete dialogue and then through to ISFT stage and Bidders 1 and 5 were invited to participate in the Invitation to Submit a Final Tender (ISFT)
- 5.15 Throughout the process the programme group ensured that all key stakeholders are kept fully informed of progress. This becomes even more critical as we move forward to the final stage of procurement leading to award in November.
- 5.16 The Programme Group held a workshop with service managers. These workshops assisted in developing service standards / requirements for the ISFT specification
- 5.17 The Invitation to Submit a Final Tender (ISFT) was issued on 21st October in line with the revised timetable. The document contained detailed service specifications and key performance indicators together with proposals for service credit, governance arrangements and contracts based on the discussions held during competitive dialogue.
- 5.18 Two sets of competitive dialogue were undertaken with each supplier where a clear understanding of Sloughs needs and the proposed ideas of each supplier were discussed.
- 5.19 In addition each contractor undertook due diligence to establish for themselves the accuracy of the information provided in the ISFT. SBC also undertook due diligence and two service managers visited two clients of each contractor where they particularly questioned the following
- Contract Implementation
 - Performance
 - Service Improvements
 - Staff Development and Retention
 - Contractual Issues
 - Change Management
- 5.20 The ISFT Specification took into consideration the models put forward by the suppliers relating to those services in and out of scope to deliver the council's required efficiency services as outlined in the Medium Term Financial strategy of £1.4m.
- 5.22 The evaluation panel consisting of the core project team and service managers have evaluated the tenders submitted and the Evaluation Questions and Scores for each supplier are contained in Appendix 2. A summary of the offer made by each bidder is included in Appendix 3. Appendix 4 provided a financial analysis of each bid The Council's Section 151 Officer has approved the financial analysis and the Commissioners for the service area have also been consulted.
- 5.23 The process was robust and led to two first class bids being submitted. Both met our financial targets and would have been able to provide a good level of service. The Evaluation Panel recommends that Cabinet endorse the appointment of Company 1 as the preferred supplier for the provision of the Thames Valley Transactional Services Centre.

6. Comments of Other Committees

- 6.1 None. A presentation on the Award of Contract for Transactional Services will be made at the Overview and Scrutiny Committee at its meeting on 6th December 2011. . Any comments from the Committee will be reported to the Cabinet. at the meeting

7. Conclusion

- 7.1 The procurement phase has gone well and is on schedule to start the contract in April 2012. A robust and thorough process has identified a strong preferred supplier.
- 7.2 The procurement process has identified a suitable supplier who can deliver the savings and meet the objectives of the TVTSC.

8. Appendices Attached

All Part 2 Documents as Commercially Confidential

Appendix 1 List of Companies involved in the bidding process

Appendix 2 ISFT Evaluation Scores

Appendix 3 Summary of the offers of the final two bidders

Appendix 4 Bid Analysis

9. Background Papers

None.

Appendices Part 2

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th December 2011
CONTACT OFFICERS: Julie Evans, Strategic Director of Resources & Regeneration
(For all enquiries) (01753 875300)
WARD(S): All
PORTFOLIO: Finance and Strategy – Councillor Anderson

PART I
KEY DECISION

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

1 **Purpose of Report**

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

2 **Recommendations**

The Cabinet is requested to resolve:

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

3 **Community Strategy Implications**

The Revenue and Capital budgets are the Council's financial plans for the forthcoming year. As such, the budgets will allocate resources to enable the

delivery of the Council's Community Strategy Priorities through the individual departmental and service plans.

4 Other Implications

Financial Implications

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

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

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

Human Rights Act & Other Legal Implications

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

Workforce

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

5. Supporting Information

The current financial climate

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

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

Table 2

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

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

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

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

The Revenue Budget – Latest Projections

- 5.9 The latest Revenue Budget projections, arising from SBC's current Medium Term Financial Plan for 2011/12 to 2014/15, are set out overleaf. Whilst reviewing these figures, several key assumptions must be noted:
- The Council's pay and prices inflationary uplifts will be managed in accordance with the coalition government's expectations and policies. Service contract increases will be based on the Consumer Price Index (CPI). With the following additional elements :
 - Members have implemented the £250 pay increase to low paid staff This was originally a provision within Government proposals but not one they were able to deliver directly.
 - Inflation is expected to continue to rise above government expectations and an adjustment has been made to reflect this and accommodated within the financial model set out in table 1.
 - The 2011 /12 Revenue Budget is expected to provide opportunities within the year. Early implementation of savings proposals will drive some one off gains in year. It is proposed that any such opportunities are maximised and allocated on a 50/50 basis to the following key priority areas:
 - i) Continuing to build on improving the protection of the general fund balances (mitigating further the residual risk identified by the District Auditor)
 - ii) Enabling investment in capacity needed to drive the changes required, where a demonstrable invest to save business case is provided and agreed.
 - The current approach to managing in year spend must be maintained as overspends will have a consequent impact on the level of cash reserves and also the budget requirement for the coming year.
 - The Collection Fund is assumed to be in balance across all three years. The collection fund is the fund administered by the Council into which all council taxes and business rates are paid; and from which payments are made to the

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

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

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

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

Reducing the future funding gap – progress to date

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

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

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

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

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

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

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

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

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

Growth

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

Capital Programme

- 5.13 Members have agreed further explore the potential benefits of a LABV. This will affect the profiling of the capital financing requirements in the period up to formal decision by members. This will be built into the capital financing assumptions and may provide a short-term financial gain.
- 5.14 Members may recall that the total capital spend for 2010/2011 was £42.414m. Considerable progress has been made in delivering long standing commitments, this has had a consequent effect on the reduction in reserves set aside expressly for the purpose of financing such projects. Cabinet agreed on 12th September 2011 that a revised capital programme enabling maximum flexibility for the negotiations around the LABV would be prepared by the Asset Management Group, the outcome

of this exercise will form the basis of a recommended 'revised' position across the capital programme over the coming years for consideration by members.

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

Reserves

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

Risks

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

6. Comments of Other Committees

- 6.1 This report will be considered by Cabinet on 21st November 2011.

7. Conclusion

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

8. Appendices

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

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

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

Summary of Community and Wellbeing Savings

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

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th December 2011

CONTACT OFFICER: **Mike Bibby Assistant Director, Personalisation,
Commissioning & Partnerships**

(For all enquiries) (01753) 875800

WARD(S): All

PORTFOLIO: Health and Wellbeing - Cllr James Walsh

PART I
KEY DECISION

**AWARDING OF THE BERKSHIRE COMMUNITY EQUIPMENT SERVICE
(BCES) CONTRACT**

1 Purpose of Report

To present to Cabinet for their review and ratification the tender panel recommendations for the contract award of the Berkshire Community Equipment Loan Store Contract.

2 Recommendation(s) / Proposed Action

The Cabinet is requested to resolve that:

The contract award recommendations in the Evaluation Report for the Berkshire Community Equipment Loan Store Contract are agreed.

3 Community Strategy Priorities

(a) Health and Wellbeing – Adding years to live and live to years

The provision of equipment to vulnerable people contributes to the health and wellbeing of communities delivering to the following indicators:

- People with a long-term condition supported to be independent and in control of their condition;
- Achieving independence for older people through rehabilitation/intermediate care;
- The number of People supported to live independently through social services and supporting people;
- The number of items of equipment delivered within 7 days from the date that it was ordered. (CQC indicator).

(b) Environment

The provision of equipment enables people to remain in and be part of the community.

(c) Community Safety

Providing equipment can prevent falls and other accidents around the home thereby enabling people to feel safe within their own home for as long as possible.

4 **Other Implications**

(a) Financial

The local partnerships contract value for this joint arrangement is £2,808,545 for both 2011/12 and 2012/13, of which Slough's share is £218,113. This is within the Council's budget provision of £218,113.

Contributions from other partners to the current service are set out below:

<u>UNITARY AUTHORITIES</u>	
<u>Berkshire East</u>	
BRACKNELL FOREST	181,352.59
RBWAM	205,859.69
SLOUGH	218,113.25
BERKSHIRE EAST PCT	543,077.48
SUB TOTAL EAST	1,148,403.00
<u>Berkshire West</u>	
READING	315,533.20
WEST BERKSHIRE	271,795.92
WOKINGHAM	281,168.20
BERKSHIRE WEST PCT	791,644.68
SUB TOTAL WEST	1,660,142.00
TOTAL ALL	2,808,545.00

The tendered service includes the addition of paediatric equipment, non-standard / bespoke equipment and the approved repairer element of the East Berkshire Wheelchair Service which will increase the cost of the contract to approximately £5million. The relevant partnership organisations have agreed to transfer the funding for these services in to the BCES contract.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Ratify the contract award notice for BCES	Risk of not undertaking a competitive tender process: the Council would be in breach of European Union legislation and in breach of the Council's Financial Procedure Rules.	Tender process undertaken through the Official Journal of the European Union (OJEU) in accordance with legislative requirements.

(c) Human Rights Act and Other Legal Implications

Slough Borough Council has a statutory duty to provide services to those who meet Adult Social Care criteria; it could be argued that not providing the appropriate equipment breaches an individual's right if they are eligible for Adult Social Care services.

(d) Equalities Impact Assessment

Access to the service will be provided to adult residents of Slough and Berkshire who are eligible for Adult Social Care Services and assessed as benefitting from and requiring this service due to their long term condition, and to those who may, through a medical condition, be provided with equipment. A full Equality Impact Assessment has been carried out on the new service specification and will be reviewed as part of the implementation process of the new service.

(e) Workforce

Due to the complexity of the service and partnerships involved, partners have agreed to fund a Contract Manager through the pooled budget. This would be at no extra cost to the council, but as lead commissioner it would be expected that the council recruit and employ the manager. The contract for the manager will be fixed term and linked to the length of the contract. (3 years plus an additional 1 plus one 1 year).

5 Supporting Information

5.1 Background:

5.1.1 At its meeting of 20th September 2010, Cabinet approved the tendering of the Berkshire Community Equipment Service (BCES) with Slough to act as lead commissioner on behalf of partners.

5.1.2 The service is commissioned in partnership with Berkshire PCT and the five other Berkshire unitary authorities. It provides equipment on loan to help adults and children with activities of daily living. The service is currently operated by the Southern Central Ambulance Service (SCAS).

5.1.3 BCES provides, for example:

- Equipment for daily living, e.g. toileting and bathing equipment;
- Equipment for home nursing, e.g. special mattresses for pressure relief;
- Mobility equipment, e.g. walking frames;
- Minor housing adaptations, e.g. grab rails and small ramps.

5.1.4 Slough Borough Council has been the lead commissioner of the pan Berkshire Integrated Community Equipment Service since its creation over 5 years ago.

5.1.5 This is one of the largest examples of a Section 75 Agreement in the country consisting of the 6 Berkshire Unitary Authorities and the PCT.

5.2 Supporting Information:

5.2.1 The incumbent provider for of the Berkshire Community Equipment Service is South Central Ambulance Service (SCAS). The full contract value for the service in 2011/12 is £2,808,545 of which Slough contributes £218,113.

- 5.2.2 As previously agreed by Cabinet, Slough has taken on the role of lead commissioner on behalf of partners in undertaking the tender exercise.
- 5.2.3 During the last year service user, carer, practitioner and commissioner consultation has been undertaken across all Berkshire Unitary Authority areas, resulting in the development of a service specification agreed by all partners. Lead commissioners from each partner agency were given delegated authority to carry forward joint commissioning of the service and this group has met monthly for the past ten months.
- 5.2.4 The council's intention to run this tender was advertised in the Official Journal of European Union (OJEU Notice 2011/S 170-280219) and on the South East Business Portal on the 1st September 2011. The advert was for a 3 year contract with the option to extend for a further 2 years.
- 5.2.5 A restricted procurement process was chosen with the technical/price coefficient being set by lead commissioners at (60 /40). Each partner formed their own Tender Evaluation Panel (TEP) consisting of Commissioning, Operations and Procurement staff. A separate Berkshire wide finance evaluation panel was established involving finance leads from each partner organisation.
- 5.2.6 Following a robust evaluation of the PQQ's, tender documents were issued to the short list of companies identified in Part 2 of this report.
- 5.2.7 Written Technical Proposals were requested from short listed providers. The information required in these proposals and the criteria upon which they were evaluated is detailed in the Model Evaluation Form attached within Part 2 of this report.
- 5.2.8 Written Financial Proposals were requested from short listed providers. The information required in these proposals and the criteria upon which they were evaluated is detailed in Part 2 of this report.
- 5.2.9 The Lead commissioners, finance and procurement managers for each organisation drew up the selection and award criteria for the Tender Document. The evaluation of all tender submissions was performed in accordance with the EU directive. The final scores for these submissions can be found in Part 2 of this report.
- 5.2.10 Tender panels within each partner agency met between the 22nd November and the 5th December with a final Tender Evaluation Panel held on the 9th December where all lead commissioners met and moderated evaluations.

5.3 Summary of outcome:

5.3.1 Following extensive evaluations undertaken by multiple evaluation panels across partner organisations and the lead Commissioners Tender Evaluation Panel the chosen provider in the Model Evaluation Report was deemed to offer the best value to Slough Borough Council and partners. Details can be found in Part 2 of this report

6 Comments of Other Committees

Not applicable

7 Conclusion

It is recommended that Cabinet ratify the contract award recommendations for the Berkshire Community Equipment Service.

8 Background Papers

None

working to address these issues the safety and wellbeing of residents can be supported while the environmental quality of the area, both aesthetically and in terms of pollution can be improved.

• A Cleaner, Greener place to live, Work and Play

Another of the stated aims of the regeneration is the improvement of the urban environment which can be achieved in part by reducing congestion and standing traffic. The declaration of an Air Quality Management Zone along the town centre section of the A4 has been made necessary by increased volumes of traffic and congestion. In this location the increased pollution is being addressed by improvements to the road network around the former Brunel roundabout and investment in smart technology to manage traffic flow. Due to the current road layout in Chalvey and the complexity of some of the junctions standing traffic is a common feature, which not only increases pollution output but presents difficulties for residential traffic.

• Prosperity for All

Regeneration taking place in a number of areas of the town, coupled with continued investment in education, skills training, parks and open spaces and key public services all contribute to individual wellbeing and personal development. The quality of the townscape influences the propensity of businesses to locate in Slough, so efforts to make the town more attractive will also have positive effects on the local economy.

4 Other Implications

(a) Financial

The cost of the experimental measures will be funded from the Chalvey regeneration budget.

Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>Consultation exercise held to gauge resident support</i>	<i>Going ahead with changes to the road network without consulting local residents could miss the opportunity of utilising local knowledge and wishes</i>	<i>Consult residents' groups on a range of options to gauge resident support Experimental procedure allows the Council to test the preferred option before committing to a permanent scheme</i>
<i>Measures be considered to improve traffic flow and reduce congestion</i>	<i>These changes have the potential to significantly improve the urban environment in this area of the town, while improving the safety and wellbeing of local residents. Failure to act could lead to a worsening situation</i>	<i>Bring forward a range of proposals to consult local residents and gauge support for differing options</i>

(b) Human Rights Act and Other Legal Implications

None at this stage.

(c) Equalities Impact Assessment

Consultation will be targeted at all members of the local community to capture a wide range of views on the proposed scheme. An Equalities Impact Assessment will be carried out to ensure that any proposals which gain support and are approved do not disadvantageously affect any section of the community.

5 **Supporting Information**

Progress since 19th September

- 5.1 Construction of the experimental measures commenced in September, after Thames Water's works had advanced to a stage where the council's contractor could take possession of Chalvey Road East first of all, and later on Chalvey Road West. Implementation of the experimental measures is now well advanced.
- 5.2 Chalvey Road East
- The experimental one-way system has been implemented between the railway bridge and College Avenue;
 - A contra-flow cycle lane has been installed the full length of the one-way system;
 - New 30 minute parking has been installed for the benefit of the shops and businesses, as well as new disabled parking.
- 5.3 Chalvey Road West
- The experimental one-way system has been implemented between High Street, Chalvey, and the railway bridge – Chalvey Road West was opened to traffic on 18th October;
 - Two new road tables have been installed to slow traffic;
 - A contra-flow cycle lane has been installed the full length of the one-way system;
 - New 30 minute parking has been installed for the benefit of the shops and businesses, as well as new disabled parking;
 - The Pelican crossing near Alexandra Road has been removed and replaced with a wide informal pedestrian crossing on top of one of the road tables;
 - New planters have been installed to improve the environment for local residents and visitors;
 - New Christmas lights have been installed on the street lights.
- 5.4 At the railway bridge
- The railway bridge itself has been re-painted;
 - Part of the new junction underneath the railway bridge has been completed – we will not be able to complete this until the bridge painting has been completed, and Thames Water have completed their works underneath the railway bridge – this means that we have not yet been able to allow motorists to turn right from Chalvey Road West into Ragstone Road, which will be possible when the scheme is fully implemented.
 - The timescale for completion of the new junction underneath the railway bridge depends on Thames Water's programme for completing their works at this site.
- 5.5 At the junction of High Street, Church Street and Chalvey Road West
- Construction of the new junction and parking outside Ambala is well underway;
 - The traffic signals have been switched off, and will be removed imminently;
 - It is expected that all the works at this junction, including the parking, will be completed by Christmas.
- 5.6 Ledgers Road

- The detailed design is complete, the measures have been marked out on site, and will be implemented imminently;
- Residents of Ledgers Road have petitioned the council to be consulted on provision of residents' parking as part of the experimental scheme, as the experimental one-way system has made it possible to provide formal parking bays – officers will commence this consultation early in the New Year;
- There is still one Thames Water excavation in Ledgers Road, but we are able to work around this.

5.7 Ragstone Road

- The detailed design is complete;
- Residents and representatives of the places of worship at the southern end of Ragstone Road have requested that the section between Windsor Road and King's Road to remain two-way – we have been able to accommodate this request into the design – this will enable convenient access to Kings Road and the places of worship for a significant number of drivers who would otherwise have had to take a long detour through Chalvey, but without compromising the principal aims of the experimental scheme – to remove rat-running traffic;
- Thames Water still have significant works underway in Ragstone Road, which means that we will not be able to commence implementation of the experimental proposals for the time being;
- Residents of Ragstone Road have petitioned the council to be consulted on provision of residents' parking as part of the experimental scheme, as the experimental one-way system has made it possible to provide formal parking bays – officers will commence this consultation once the experimental measures have been deployed, which we are hoping will be early in the New Year

5.8 Three Tuns Crossroads

- The westbound approach has been modified to lengthen the left turn lane, and improve left turn capacity;
- The northbound approach has been modified to encourage drivers to use both the second and third lanes to turn right, improving right turn capacity.

Feedback received so far

5.9 Representations have been received both from Chalvey residents and from those who simply use Chalvey roads to travel around the town, and responses have been received from immediately after the proposals were announced, through implementation and through to current operation. Comments received prior to w/c 17/10/11 were received before works on Chalvey Road West were operational, and therefore were not responding directly to the operation of the works. Thames Water works continue in Ledgers and Ragstone Roads and therefore residents there do not have full benefit of the new scheme at this time.

Representations received in response to full pedestrianisation

5.10 On 11th August there was a protest by between 100-150 members of the Chalvey Community outside St Martin's Place, supporting the trials of experimental measures, but calling for the Council not to close Chalvey Road West to traffic, as was originally proposed. In response to the strength of public feeling an experimental one-way operation of Chalvey Road West eastbound (towards the railway bridge) was pursued instead of full closure.

5.11 On 19th September (at Cabinet's meeting that day) officers received 156 signed leaflets from individuals opposed to the experimental measures in general. Officers believe that this was an organised response, akin to a petition, rather than 156 individuals acting on their own initiative.

- 5.12 Three petitions have been received. The first reads: *“We, the residents of Chalvey strongly oppose the proposals regarding Chalvey congestion because it will badly affect the life of Chalvey residents. We demand that Slough Borough Council should reject these proposals”*. This petition has 259 signatories, representing approximately 204 households. The number of households has been approximated as 45 signatories did not provide a house number. This petition was gathered at the time of the protest in August, with further signatories added in the lead up to Cabinet on 19th September. Officers have not yet undertaken a detailed cross reference of this petition with the leaflets submitted on 19th September. However a brief review suggests that there may be some overlap between the two representations.

Representations received in response to amended scheme

- 5.13 A petition dated 11th October from 35 residents (32 households) in Ledgers Road reads: *“We the undersigned residents of Ledgers Road agree that since the experimental changes to the road system have been introduced; the volume of traffic along the road has reduced resulting in less noise, improved air quality and less waiting times at road junctions. Therefore we support an experimental one way system along Ledgers Road and wish to be consulted by the council on introducing residential parking as well.”* The implementation of the experimental one-way system makes it possible to mark out formal parking bays, which could be considered for residents’ parking. Officers intend to commence the requested consultation in the New Year.

Representations received after implementation of CRW one-way

- 5.14 A petition dated 19th October from 29 residents (22 households) in Ragstone Road reads: *“(1) We, residents of Ragstone Road, Slough, have been subject to substantial traffic and vehicle parking pressures for many, many years. (2) There has been an extra-ordinary volume of traffic from both directions, as Ragstone is treated as a convenient by-pass from the main adjacent Windsor Road (easy cut-through). A significant number of vehicles are parked on the road, by individuals who do not live or work on the road; as Ragstone Road is walking distance from Slough town centre. There is illegal parking, by individuals who use Ragstone as a short stopping point with no regulation by traffic wardens. (3) We urge Slough Borough Council to urgently review this serious and highly pressurised situation, and introduce measures to ensure parking access and safety for residents, such as by means of a one-way traffic and/or residents only parking. We urge Slough Borough Council to consult with the local residents about this urgent and expanding problem.”* The petition allowed the signatories to express their support for residents’ parking and the one-way way system. 27 signatories supported resident’s parking. Only 4 signatories supported the one-way system in its current form – however only by making Ragstone Road one-way is it possible to mark out formal parking bays, which are necessary for residents’ parking. Officers intend to consult residents of Ragstone Road in the New Year in relation to residents’ parking – we will make residents aware that residents’ parking is only possible if Ragstone Road remains one-way.

Individual representations

- 5.15 Officers have received 61 separate representations to the dedicated Chalvey Roads e-mail address. Of these 14 were generally supportive, and 40 were generally opposed. Others simply requested information, or did not express support or opposition. Nearly all those opposed to the changes were concerned about increased journey times for their car trips, either for commuting journeys or local residents. Other concerns included the availability of parking for residents, displacement of traffic onto other routes, and the changes to the bus routes.
- 5.16 Officers have only received two letters in relation to the Chalvey proposals, both from the same resident. The first letter was received in August and encouraged the

council to proceed with the full closure of Chalvey Road West, despite the protest. The second letter was received subsequently, expressing concerns about the changes to the 3 and 8 bus routes.

- 5.17 The responses so far have been mixed. Members should note that there are approximately 2,500 households (c. 7000 residents) in Chalvey that are likely to be affected by the proposed changes – in an area bounded by Windsor Road, Tuns Lane, the M4 and the A4, but comments have been received from a much wider area than this, and many responses have been received from people who are not Chalvey residents. Excluding the protest, which was specifically to do with the full closure of Chalvey Road West, officers have only received approximately 450 responses so far, in various different forms which represents a small sample. There is likely to be some overlap between these responses, which will be identified in detailed analysis to be presented to a future Cabinet meeting.
- 5.18 Members should note that the full package of experimental measures has not yet been completed, so all the feedback received so far is in response to a partially complete scheme. In conversation with individuals on site, some residents have indicated that they are waiting for the measures to be complete before forming a firm view on the success or otherwise of the scheme. Other residents have changed their views even during the construction phase. For example officers were speaking to a resident of Ragstone Road recently who at first was opposed to the proposals, but now feels that the benefits outweigh the disadvantages.
- 5.19 The feedback received so far will be analysed in detail and presented to Cabinet, alongside all the feedback gathered by officers during the second phase of public engagement, described below.

Local bus services through Chalvey and elsewhere

- 5.20 Members should be aware that some of the feedback to the experimental changes in Chalvey relates to the reduction in the bus services in Chalvey, Cippenham, and to Wexham Park Hospital.
- 5.21 On 26th November First Berkshire made a number of modifications to the number 3 and 8 bus routes, which had previously both served Chalvey Road East and West. There is now no bus service in Chalvey Road East, and only one route serving Chalvey Road West. In addition to the changes in Chalvey, the extent of these routes in Cippenham has been reduced, and neither route now provides a through service to Wexham Park Hospital.
- 5.22 The experimental one-way systems in Chalvey apply to all traffic, including buses. First Berkshire believes the experimental changes in Chalvey have forced them to curtail the 3 and 8 routes in Cippenham, and have publicised this view widely. First Berkshire's plans to stop through running to Wexham Park hospital pre-date the council's experimental proposals for Chalvey.

Public Engagement

- 5.23 The public engagement for the experimental proposals is divided into two phases:
- Phase 1 – In September 2011 approximately 2,500 leaflets were distributed to residential premises in Chalvey. These leaflets described the council's plans, approximate timescales and so on. Contact details were included and comments were invited from affected stakeholders.
 - Phase 2 – January 2012 to Spring 2012 – proactive engagement with identifiable groups within the community – the council is aware of at least 30 different groups and organisations that officers believe represent different groups within the Chalvey community. Officers will offer to meet each of these groups, to discuss the proposals, identify the benefits and disadvantages to each group, and garner the opinion of each group to report back to Cabinet. During phase 2 officers will also

distribute a second leaflet, with a questionnaire designed to identify which aspects of the scheme are supported, and which aspects are not welcome.

- 5.24 Officers will aim to conclude the public engagement in Spring 2012, and will aim to report the results to Cabinet towards the end of Spring 2012.

6 **Comments of Other Committees**

This report has not been considered by any other Committees.

7 **Conclusion**

This report has updated Cabinet with progress towards implementation of the proposed experimental measures in Chalvey since Cabinet's meeting in September.

There has been a range of feedback from the Chalvey community so far. Officers intend to begin a comprehensive public engagement exercise in the New Year to establish which elements of the experimental proposals are supported by the community, and which are not welcome.

Completion of the experimental measures is expected early in the New Year, depending on Thames Water's progress in Ragstone Road. Officers will update Cabinet at its meeting in January.

8 **Background Papers**

None

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CABINET - Monday, 23rd January, 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Medium Term Financial Strategy</u> This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	
<p><u>Performance and Finance Monitoring 2011/12</u> <i>This report presents information to the Cabinet on the latest financial and performance monitoring from Across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny 17/01/12	None.	
<p><u>Adult Learning - Future Models</u> To consider recommendations on options for the future management of the adult learning service.</p>	O&S	All	All	Andrew Stevens, Assistant Director For Learning & Cultural Engagement Tel: 01753 875753		Education and Children's Services Scrutiny Panel (TBC)	None.	
<p><u>Health and Wellbeing Board</u></p>	H&W	All	All	Jane Wood, Strategic Director of Community and Wellbeing Tel: 01753 875751		Health and Wellbeing Board	None.	
<p><u>Britwell Regeneration Scheme - From Concept to Reality - Update</u> To update the Cabinet on the progress of the Britwell Regeneration Scheme since the last report to Cabinet.</p>	N&R	Britwell	All	John Rice, Interim Assistant Director for Environment and Regeneration Tel: 01753 875239	On going consultation with residents of Britwell.	N/A	None.	AGENDA ITEM 9 √

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Item	Port-folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>Draft Parks and Open Spaces</u>	E&O	All	All	Ollie Kelly, Parks and Open Spaces Manager			None.	√
<u>References from Overview and Scrutiny</u> To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<u>Executive Forward Plan</u> To present to cabinet the latest, Published Executive Forward Plan.	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 17/01/12	None.	

CABINET - Monday 6th February, 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Medium Term Financial Strategy</u> This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	
<p><u>Performance and Financial Monitoring 2011/12</u> <i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny Committee 02/02/12	None.	
<p><u>Annual Rent Setting Process</u> To present to the Cabinet the annual HRA rent review and the implications of the HRA self financing.</p>	N&R	All	All	Neil Aves, Assistant Director of Housing Tel: 01753 875527		Overview and Scrutiny Committee 2/02/12	None.	√
<p><u>References from Overview and Scrutiny</u> To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	
<p><u>Executive Forward Plan</u> To present to the Cabinet the latest published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny Committee 02/02/12	None.	

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

CABINET - Monday 12th March, 2012

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Medium Term Financial Strategy</u> This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p>	F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300			None.	√
<p><u>Performance and Financial Monitoring 2011/12</u> <i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p>	P&A, F&S	All	All	Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300		Overview and Scrutiny Committee 06/3/2012	None.	√
<p><u>References from Overview and Scrutiny</u> To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p>	P&A	All	All	Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018			None.	√
<p><u>Executive Forward Plan</u> To present to Cabinet the latest, published Executive Forward Plan.</p>	F&S	All	All	Catherine Meek, Deputy Borough Secretary Tel: 01753 875011		Overview and Scrutiny 06/03/12	None.	√

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Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

AGENDA ITEM 11

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of the Local Government Act 1972.

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AGENDA ITEM 12

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of the Local Government Act 1972.

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