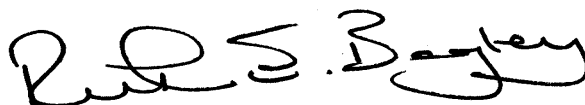


Date of issue: 27th February 2012

MEETING	OVERVIEW & SCRUTINY COMMITTEE (Councillors M S Mann (Chair), Basharat, Davis, Haines, Minhas, Munawar, O'Connor, Plenty and Smith)
DATE AND TIME:	TUESDAY, 6TH MARCH, 2012 AT 6.30 PM
VENUE:	FLEXI HALL, THE CENTRE, FARNHAM ROAD, SLOUGH, BERKSHIRE SL1 4UT
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	TERESA CLARK (01753) 875018

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 1

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

CONSTITUTIONAL MATTERS

1. Declaration of Interest

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

(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 Last Meeting - not available (will be submitted to meeting on 10th April, 2012)

SCRUTINY ISSUES

3. Member Questions

(An opportunity for Committee Members to ask questions (prior notified) of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).

4. Presentation by Sara Thornton, Chief Constable, Thames Valley Police

5. Project, Performance and Financial Reporting for 2011/12 1 - 50

6. Corporate Procurement Strategy 2012-2015 51 - 84

7. Recommendation of the Health Scrutiny Panel- Appointment of Co-opted Member 85 - 86

8. Consideration of reports marked to be noted/for information

(The Committee will consider any reports marked to be noted/for information and determine whether future scrutiny is considered necessary: maximum of 5 minutes allocated).

9. Forward Work Programme 87 - 88

10. Attendance Record 89 - 90

11. Date of Next Meeting- 10th April 2012

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.



SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 6th March 2012

CONTACT OFFICER: Julie Evans, Strategic Director of Resources (01753 875300)
(For all enquiries)

WARD(S): All

PART I
FOR COMMENT AND CONSIDERATION

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 January 2012 against the following key areas:

- i. Council's Gold Projects covering the period to 31st January 2012.
- ii. Performance Scorecard covering the period to 31st January 2012 (Appendix A).
- iii. Revenue and capital monitoring position to 31st January 2012 (Appendix B).

2. Recommendation(s) / Proposed Action

The Overview and Scrutiny Committee are 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 £2.380m following the reallocation of resources as laid out in section 15 of this report.
 - Note that the Housing Revenue Account (HRA) reported a forecast under spend of £362k.
 - Note the identified areas of risk and emerging issues;
 - Approve the reallocation of resource in section 15 of this report.

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 January 2012. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided on pages 3 to 20 of this report.

Please note that the highlight reports are submitted using a standardised format.

Monthly Period Summary

- This report covers eleven Gold Projects in total, of which highlight reports have been received for ten as at 31st January 2012. The eleventh Gold Project ('Debt Management') 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.
- Of the ten gold projects which continue to be active, eight have been assessed to have an overall 'Green' status and two as 'Amber'; five projects have been evaluated at 'Amber' status for '*Issues and Risks*', two at 'Amber' status for '*Timeline*'.
- No component of any project has been assessed as being of 'Red' status.

Gold Project Name	Overall status	Page
Britwell Regeneration	GREEN	3
Business Continuity	GREEN	4
Customer Focus Programme	GREEN	5
Debt Management (new)		
Delivering Personalised Services Programme	GREEN	6-10
Family Placement Service ('FPS')	GREEN	10-13
Public Health Transition Programme	GREEN	13
Safeguarding Improvement Plan	AMBER	14-16
School Places in Slough	AMBER	17
Slough Local Asset Backed Vehicle ('LABV')	GREEN	18
Thames Valley Transactional Services Project	GREEN	19-20

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	AMBER	GREEN	GREEN	GREEN	03/02/2012
<i>Previous month</i>	AMBER	GREEN	GREEN	GREEN	06/01/2012
Project start date:	28/03/2011		Anticipated Project end date:	31/03/2018	
<p>Completed: 10% Remaining: 90%</p> <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. Regeneration Tender – evaluation underway. 2. Work underway to commence relocating four commercial tenants beneath Wentworth Flats to facilitate demolition in September 2012. 3. Tender for the Britwell Hub – Contractor appointed 10/01/12. Start on site w/c 27 February with 41 week build time. 4. Jolly Londoner/Car sales & Library sites (15 dwellings) – 4 tenders received, evaluated and recommendations prepared for award by Cabinet 14/02/12. 5. Scout & Guides Accommodation – new building tendered and contractor appointed. Pre-contract discussions underway for planned completion early May 2012. 6. Conducted initial engineering scoping works for the demolition of the “bridge” between Wentworth Flats and the remaining commercial properties. 					
Key activities / milestones scheduled for next period:					
<ol style="list-style-type: none"> 1. Conduct compliance interview for Regeneration Tender. 2. Pre-commencement interview with Britwell Hub Contractor 07/02/12. 3. Newbeech House Site (18 dwellings) - Tender receipt and award mid Feb 2012 if delegation agreed by Cabinet on 14/02/12. 4. Commission enabling works to support commercial tenant relocation. 					
Key issues of risk / obstacles to progress :					
<ol style="list-style-type: none"> 1. Unable to reach agreement with highest scoring Regeneration Tenderer preferred bidder – risk attenuated by pre-contract. 2. Delay with delivering commercial housing due to economic downturn, / housing market down turn. 					
Recommendations for CMT:					
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	03/02/12
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	06/01/12
Project start date:	July 2011		Anticipated Project end date:	Feb 2012	

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

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

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

- 1-1's have taken place with KPMG/Heads of Service.

Key activities / milestones scheduled for *next* period:

- Cancelled 1-1's with KPMG/heads of service being organised for February.
- Plan Templates updated.
- Completion of Business Impact Assessments.
- Draft Business Continuity Plan.

Key issues of *risk / obstacles to progress*:

- Resource availability to support project
- Cancelled 1-1 meetings to complete BIA's

Recommendations for CMT:

- Ensure Directorate support of Heads of Service 1-1 Interviews.

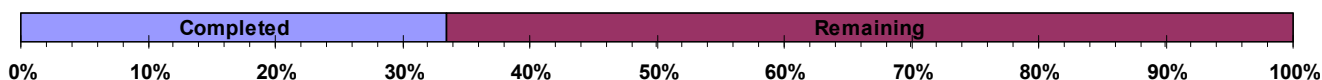
Customer Focus Programme			Project SPONSOR	Roger Parkin	
Wards affected: All			Project MANAGER	Judith Davids/ Mohammed Hassan	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	01/02/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	01/01/2012
Project start date:	17/02/2011		Anticipated Project end date:	31/03/2013	

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

Completed **Remaining**

Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Key activities completed / milestones achieved in this period:
<ol style="list-style-type: none"> 1. A very successful implementation of the new CRM system, Oracle on Demand, on Monday 23rd January, with no loss of service. My Council staff and back office teams are very pleased with the implementation. 2. All Customer Service Advisers (CSAs) and staff from Council Tax, Business Support, Highways and SEC received training on the new system, with named CSAs receiving additional training on the new Email module. 3. All PCs at My Council were upgraded to Internet Explorer version 8 to facilitate use of the new Oracle on Demand system. 4. Hub implementation meetings were held with Planning, Schools and Transport, and the transfer of work was agreed. All is ready to go live with Transport and School Admission calls on 1st February. 5. From 17th January an additional weekly drop-in session started for Schools Admissions, in order to deal with the increase in numbers of customers coming to Landmark Place. 6. The 9 new CSAs are receiving training on Council Tax and Housing Benefit calls so that they are able to deal with enquires during busy times to support both hubs. 7. Procurement of Click Tools, the decision-tree application, has commenced in time for installation by mid February. 8. A two week consultation was carried out to test public understanding of the proposed 12 new “Golden” contact telephone numbers. A total of 132 responses were received and the findings will be reported to the February Customer Service Programme Board.
Key activities / milestones scheduled for next period:
<ol style="list-style-type: none"> 1. Transport and School Hubs to go live on 01st February. 2. Analysis work to start in February with Public Protection, Early Response and Registration Services to review customer facing processes and identify work that can be transferred into the My Council operation. 3. User Acceptance Testing to be carried out for the Analytics component of Oracle On Demand. 4. Click Tools decision making application to be installed ready for use. 5. Decision to be finalised with Programme Board and CMT on “12 Golden” numbers proposal. 6. Benefits realisation/evaluation for “Tell Us Once” to be completed for circulation to project board.
Key issues of risk / obstacles to progress:
<ol style="list-style-type: none"> 1. Delays with Early Response as service managers failed to agree a February go live date, awaiting a response back from their senior management team in order to progress forward, follow up meeting to be scheduled with service to discuss actions for February. 2. Further delays also with the Planning Hub as the management team have yet to agreed work to be transferred over, in agreement with the AD for service we are aiming to move forward in February.
Recommendations for CMT:
<ol style="list-style-type: none"> 1. To note level of progress achieved and risks identified.

Delivering Personalised Services Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Mike Bibby & Mary McGorry	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	31/01/2012
Previous month	AMBER	GREEN	AMBER	AMBER	04/01/2012
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 ☐

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

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

1.1 LDP1 – Value for Money Reviews

(use of Respond respite service and review of costs of LD residential placements)

- Desktop exercise begun to look at the needs and trends of use of Respond.
- As part of the Care home fee work, there will be work with LD residential providers where the people don't want to or can't move, to identify a fair cost for care using the Care Funding Calculator.

1.2 LDP2 – Employment support for People with Disabilities

- Notification to Shaw Trust to terminate contract wef 31st March 2012, places being passed onto other supported employment schemes as they become available.
- Shaw Trust employment assessment surgeries with operatives completed.
- Interim service specification developed.
- Mencap skills café attended by workshop operatives.
- Next Steps, interview skills and confidence building one-to-one meetings completed.
- One of the 11 long-term operatives seeking alternative employment has secured extended hours of employment with Sainsbury's.

1.3 LDP3 – Day Centres and Day Services

- 20 people have reduced day centre attendance 1 day per week to do alternative activities at a cost of just circa £450 per week to ASC – a recognised significant achievement. Need to understand impact on reducing cost pressures for agency staff at Elliman post April.
- Need to move at people's pace; some people need longer than 6 weeks to decide to stay doing new and different things as they have been going to day services for a long time.
- **Safeguarding & Personalisation** – Positive risk taking tools and protocols are being tested and implemented to ensure we balance safeguarding with personalisation.

1.4 LDP4 – Supported Living Service

- 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 – on Housing list and also canvassing individual providers who can provide both supporting people and social care support.
- Floating support tender for Supporting People should be resolved with new service model by July.
- Formal consultation exercise is ongoing with service users from all service groups, and their carers and families on the service specification and evaluation mechanism.
- The social care supported living framework was re-opened, now closed, and final evaluations being undertaken.

1.5 LDP5 – Helping People return from Residential Placements to Slough

- Discussions taking place with a range of providers regarding opportunities they can offer for people with higher needs to return to Slough.
- Two service users have returned to the area with £50,000 per annum return to the Council.
- Detailed planning taking place for known transitions young people with providers.

1.6 LDP6 – Transition from Children's Services

- Base line information gathered from Year 9.
- Transitions Protocol reviewed and tightened and re-issued to senior management team as a reminder.

- Meetings established with specialist providers, including preparation for 13 young people with complex needs being transitioned in next two years.

2. Commissioning Services

- 2.1 **Home Support (Domiciliary Care and Personal Assistants)** – all reviews concluded, successful and unsuccessful tenderers advised. Tender evaluation report signed off. New framework comes into operation April 2012, with 15 providers available.
- 2.2 **Information, Advice & Advocacy Service** – range of new “Gateway” services in operation, involving 16 partners. Joint presentations being undertaken to ASC Team meetings. Work with providers focused on establishing a Performance Framework (service monitoring, contract monitoring, safeguarding), based on Adult Social Care Outcomes Framework.
- 2.3 **Floating Support** – business case and specification sign offs all completed. Formal service users’ consultation completed.
- 2.4 **Berkshire Equipment Service** – tender feedback completed. Experienced project management resource appointed to oversee implementation. Implementation governance arrangements put in place with new supplier.
- 2.5 **Carers Respite & Support Services** – all reviews completed. Tender evaluation report signed off. Tender feedback underway. New Framework commences April 2012, with six providers.
- 2.6 **Substance Misuse (Accommodation)** – first implementation meeting held with successful provider. New contract start April 2012.
- 2.7 **Older Peoples Services** – following initial report on current service provision / future options, further scoping document prepared as a step towards formulating older people’s strategy.
- 2.8 **Mental Health Day Services** – presentations held 6th January, evaluation completed week commencing 9th January. Evaluation Report completed.
- 2.9 **Learning Disabilities Supported Living** – tender process extended and re-evaluation commenced.
- 2.10 **Domestic Abuse** – project group (Supporting People, Children’s Services and Safer Slough Partnership reps) formed and work commenced on plan, business case and specification.
- 2.11 **Voluntary Sector Commissioning** - Advice and Information Service and Capacity Building Service tendered and desk evaluation completed. Prevention Service development tendered on 18th January.

3. Contracts

Reviewing all current contracts and updating these where necessary.

4. Safeguarding

Care Governance Policy and procedures reviewed and updated. Care Governance Board now meeting monthly.

5. Positive Risk Taking

Positive risk taking guidance and risk planning tool agreed by Executive Board. Managers testing tool with case studies.

6. Slough Services Guide

Communication for launch of service being developed. Providers now able to register to review and update own details, to be validated by SBC leads before publication.

7. Warm Homes Healthy People Fund

Commissioning Team coordinating the spending of £70,885 awarded in December. Governance arrangements now in place for three work streams within the programme:

- Severe Weather Coordinator and Activist appointed by Age Concern implementing a number of preparatory measures (register of vulnerable and volunteers by area);
- Extension to Private Sector Heating Improvement Scheme;
- Programme of Green Doctor inspections (additional 70) aimed at reducing fuel poverty.

8. Performance Highlights

	Target	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-11	Feb-12	Mar-12	Variance against Target
Finance Measures														
Savings Performance: Savings Achieved or Projected to be Achieved as a percentage of Total Savings Agreed (year to date)	100%	72%	72%	74%	85%	85%	85%	85%	85%	85%	85%			-15%
Quality Measures														
% of ASC assessments completed within 4 weeks of first contact: monthly snapshot	90<95%	83.6%	79.7%	80.3%	75.4%	79.7%	80.3%	88.3%	Not yet available	Not yet available	Not yet available			-1.70%
% ASC services in place within 4 weeks of completed assessment: monthly snapshot	75>90%	97.6%	67.7%	71.9%	63.4%	83.0%	83.3%	69.6%	Not yet available	Not yet available	Not yet available			-5.40%
Volume Measures														
Number of assessments made per month by Adult Social Care Services	n/a	196	220	223	202	208	236	178	Not yet available	Not yet available	Not yet available			
Number of community based clients and carers in receipt of self directed support (Personal budget/direct payment) - cumulative total		648	689	715	743	814	834	874	920	936	970			
Number of reviews completed per month by Adult Social Care Services	n/a	231	141	356	305	271	229	222	277	Not yet available	Not yet available			
Number of safeguarding referrals leading to a strategy meeting per month	n/a	11	15	22	23	18	25	17	10	15	18			
Outcome Measure														
2B: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into Reablement/ Rehabilitation services	90%	100%	100%	100%	100%	95%	100%	100%	95%	100%	95%			+10%

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

1. **Nothing About Me, Without Me**

- Conclude desktop review of Respond usage
- Continue planning for young people in transition so that services will be available locally and they won't have to move away from their families and friends
- Ongoing meetings with providers for complex needs to consider opportunities on an individual, needs-led basis.
- Closure of Speedwell and start of Interim service at Windmill Resource Centre
- Care Funding Calculator work will begin when care home fee project concludes
- Ongoing work to identify suitable accommodation in Slough with Housing Services and providers.
- Ongoing review of contracts and negotiations with providers for service users in residential care using day care centres.
- Sure Trust and Job Centre Plus event in February with local employers to promote employment of people with disabilities.
- Ongoing work with operatives and volunteers to identify opportunities, job search, provide support with applications and interview preparation.

2. **Commissioning Services**

- **Residential Services** – further consideration of future options for provision and commissioning of residential and nursing care provision – internal workshop planned.
- **Home Support** – concluding implementation processes / practices for April.
- **Information, Advice & Advocacy Service** – formal launch to take place 13/03/2012. Publicity of the event and to encourage wider use of Gateway Partnership services to be organised in consultation with the Council.
- **Floating Support** – following the ITT closing date of 08/03/2012, evaluations to be undertaken by Tender Evaluation Panel, to identify providers to be invited to presentations in April.
- **Berkshire Equipment Service** – Conclusion of any TUPE transfer, premises and existing asset list negotiations, if not concluded earlier. Planning of data mapping, transfer and loading into new system. Final agreement of financial structure, ready for go live.
- **Carers Respite & Support** – implementation meetings with new providers, for April start to new contract.
- **Substance Misuse (Accommodation)** – further implementation meetings with successful provider, as necessary and conclusion of formal contract. New contract start April 2012.
- **Older Peoples Services** – following earlier preparation of report on current service provision / future options and further scoping document further direction anticipated to prepare an older people's strategy.
- **Mental Health Day Services** – implementation / handover meetings to be held with successful provider.
- **Learning Disabilities Supported Living** – clarification / presentation events to be held for shortlisted providers, particularly to establish capabilities in sourcing properties.
- **Domestic Abuse** – conclusion and sign off (Children's Partnership Commissioning Board, Supporting People Commissioning Board and Procurement Board) of business case and specification, for ITT phase. ITT publication planned for early April.
- **Voluntary Sector Commissioning** – evaluation of Advice and Information Service and Capacity Building Service to be completed and Evaluation Report prepared. Prevention Service submissions to be evaluated and priorities considered, awards proposed.
- **Warm Homes Healthy People Fund** – continue monthly monitoring, to complete spend by end of March.

3. **Safeguarding**

- Strategy being drafted in line with 7 priorities outlined in Annual Plan and the Slough Model.
- Commissioning Sub-group to be re-convened to consider sharing of information regarding quality
- Information co-produced as a draft with VCS agencies on how to choose a care home or domiciliary care provider and what to do if there are concerns, for the Executive Board to review.

4. **Mystery Shopping Exercise**

Mystery shopping exercise to commence with first Contact and Assessment in March for a period of 6 weeks. Staff to be briefed.

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.
- Public reaction to disability employment support changes.
- Family anxiety about changes in Supported Living Team to Floating Support.
- Double run on costs to run day services whilst people to encouraged to look at other alternatives in line with personalisation.
- Continuing Health Care process issues leading to financial pressures where cases are disputed or delayed by the NHS.

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.

Family Placement Service			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Jill Forrest	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	GREEN	GREEN	06/02/2012
Previous month	GREEN	GREEN	GREEN	GREEN	05/01/2012
Project start date:	19/10/2011		Anticipated Project end date:		31/03/2013
<div><div><div>Completed</div><div>Remaining</div></div><div>0%10%20%30%40%50%60%70%80%90%100%</div></div>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>					
Key activities completed / milestones achieved in this period:					
<ul style="list-style-type: none">• Recruitment of staff is progressing<ul style="list-style-type: none">○ 0.5 ATM in post until March 2013 (Act up).○ 1.0 Recruitment Officer Agency.○ 7 SW posts 2 Agency, 5 Fixed Term.• Unconnected Fostering recruitment<ul style="list-style-type: none">○ 13 telephone enquiries received during the month.○ 4 telephone enquiries not suitable.○ 9 information Packs sent out.○ 3 initial enquiries forms returned.○ 1 initial visit made.○ January Foster panel – 1 fostering assessment of prospective foster carers to be presented for approval – Update: Due to issues with medical this was not presented.○ 9 unconnected Foster families currently being assessed.• Special Recruitment Project activity					

- 5 more enquiries received (1 outside of Slough).
- 6 more initial visits undertaken since December (10 in total).
- Not proceeding with 2.
- 1 more initial visit scheduled.
- Purchased Adoption Placements
 - We have purchased 3 adoptive placements matched in January.
 - 2 voluntary sector which would have been £27K each but negotiated sibling rate so cost is 43K.
 - 1 Berkshire consortium = £6k.
- Core Adoption recruitment
 - 5 adopters put forward for January 2012 information session with RBWM.
 - 3 enquiries received and put forward for Slough information session on 13.3.12.
 - 1 initial visit carried out.
 - 4 initial visits to prospective adopters to be allocated.
 - 2nd visits arranged to 4 sets of adopters (1 Slough 1 VAA 1 consortium and 1 LA) for matches with 4 Slough children.
 - 4 adoption orders granted (1 inter-country and 1 step parent).
 - 3 further adopter assessments have started.
- Tracking of LAC data, Care Planning, Placement and costs
 - 1st Strand meeting held on 24.1.12.
 - System now in place for updating the spreadsheet from a variety of information sources.
 - The collection/update cycle has been put in place from month end January 2012.
- Supported lodgings
 - Agency SW recruited for fixed term contract.
- Finance
 - IB continues to monitor actual spend and commitments against the FPS Gold Project and FPS core service budgets.
- Commissioning
 - Placement Commissioning Team have audited the placement approvals and contracts for all existing LAC and Care Leavers placements.
 - New individual placement agreements to providers for individual children have been issued ahead of new IFA tender starting 1 April 2012.
 - Second Placements Social Worker recruited- awaiting checks.
- Care Planning
 - New LAC Social Work teams in place.
 - Group Manager has prepared action plan for improvement.
- Marketing
 - Training session run with Family Placement Service and Placement Commissioning Team focusing on agreeing key messages and shared approach to initial enquiries.
 - Press release articles Slough Observer and the Slough Express 6/1/12.
 - Continued range of marketing initiatives instigated to keep Slough in the public arena as a service of choice.

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

- Staff Recruitment progress on remaining fixed term
- Unconnected Fostering recruitment
 - Number of applicants at fostering pre- group: 9 families have been invited to the pre-group held in Feb 2012. 4 couples confirmed that they will attend.
- Special Recruitment Project
 - Preparation course booked for 11th, 18th and 27th February-8 households invited (1 declined).
 - 5. Advertising outside of the Slough area.
 - Completion of prep course reports.
 - Home studies to commence after preparation course.
 - Continued advertising.

- plan next info session.
- Core Adoption Recruitment
 - 3 adopters put forward for February preparation course with RBWM.
 - 2 adopter assessments to be allocated.
 - Adopter handbook being developed.
- Tracking of LAC data, Care Planning, Placement and costs
 - To monitor the effectiveness of the data collection process/cycle, review and make improvements as necessary and ensure all data outstanding from social workers is uploaded onto the current spreadsheet, so only placement moves, changes in social worker, care planning and legal proceedings, new Lac and exits should be updated along with all financial information.
 - To ensure ATM's are ensuring ICS data is correct and working within collection timescales.
- Supported lodgings
 - To have completed a full list of young people suitable for supported lodgings by 6.2.12.
 - To have met with Reading to learn from their supported Lodgings experience
 - IS to complete research on local supported lodgings schemes in Slough and other areas including voluntary and private sector.
 - JP to update Slough supported lodgings policy.
 - SM to update enquiry form for Family Placement service to reflect the needs for supported lodgings carers.
- Finance
 - Finance strand to meet to set up the financial tracking for individual children as their care plans progress.
- Care Planning
 - LAC Social Workers are attending adoption training with BAAS in March.
 - Action for improvement focusing on Statutory Visits.
- Marketing
 - Organise communications meeting between Communications team and FPS to ensure that we can maximise potential marketing opportunities.
 - Analyse responses to marketing initiatives and conversion rates from enquiries to assessments to approvals for all placement types.
 - Continue efforts to get across the message to potential applicants outside Slough.
 - Contacting other Local Authorities to explore possibility of Adopter exchanges to mitigate the risk of applicants for the Special Recruitment Project being mainly from Slough residents.

Key issues of risk / obstacles to progress:

Project Management

- Time taken for Adoption Inspection 20-22 Feb 2012 is resource intensive in the Family Placements Service.
- Delay in implementation of ContrOCC link to ICS will delay its use to combine care planning for children with placement commissioning.
- Succession planning for project management from April 2012.
- Success of advertising campaign yet to be assessed.
- Recruitment to all fixed term project posts not yet complete.
- There is strong possibility that not every one attending Fostering Preparation Group will progress onto next stage of assessment, based on Slough and national experience.
- Strong possibility that not everyone attending pre-groups will progress onto next stage of the assessment.
- Possible difficulties in gathering data from social work staff due to time constraints/caseload commitments in line with reporting deadlines.
- Capacity issues in performance team.
- If the recruitment campaign is very successful, capacity of existing workers to take on more

assessments.

- Changes of the child's allocated social worker hinders progressing the permanency plans.
- Applicants-may not be suitable.
- Delayed CRB checks returns.
- Limited capacity in the Communications Team may prevent full use of marketing opportunities such as Twitter.

Recommendations for CMT:

1. None.

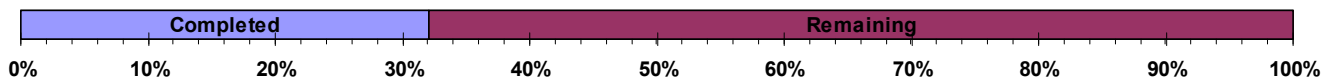
Public Health Transition Programme			Project SPONSOR	Jane Wood	
Wards affected: All			Project MANAGER	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	GREEN	GREEN	AMBER	GREEN	03/02/2012
<i>Previous month</i>	GREEN	GREEN	AMBER	GREEN	06/01/2012
Project start date:	08/08/2011		Anticipated Project end date:	30/04/2013	

Completed: 28% Remaining: 72%

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

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 <i>this</i> period:
<ol style="list-style-type: none"> 1. Shadow HWB met and agreed a sub structure. 2. Health Scrutiny Panel considered a report on public health transition. 3. Brief for temporary programme manager agreed. 4. Outline Public Health Transition Plan prepared.
Key activities / milestones scheduled for <i>next</i> period:
<ol style="list-style-type: none"> 1. Meet Help and Care (LINK host) to discuss development of HealthWatch. 2. Development of Joint Health and Wellbeing Strategy. 3. Programme Manager's recruitment to commence. 4. Community engagement role to be developed and recruitment to commence. 5. Cabinet to consider report on public health transition, including ToR of Shadow HWB.
Key issues of risk / obstacles to progress:
<ol style="list-style-type: none"> 1. Resource to take forward the project. 2. Inability of stakeholders to commit time and resource to progress the project. 3. Possibility of lack of consensus on models of working and planning structures. 4. Lack of awareness of issues and proposals by wider stakeholder group. 5. Lack of detailed information from existing provision to inform decisions re transition arrangements and planning. 6. Public Health budget transfer disadvantages Slough.
Recommendations for CMT:
None.

Safeguarding Improvement Board			Project SPONSOR	Clair Pyper	
Wards affected: All			Project MANAGER	Keren Bailey	
		Budget	Issues & Risks	OVERALL STATUS	Date of update report
Current period	AMBER	GREEN	AMBER	AMBER	31/01/2012
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	10/01/2012
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:

- Members considered progress with the Improvement Plan at Cabinet on 23.1.12.
- Education and Children's Services (ECS) Scrutiny Panel Scrutiny received an update on progress with the Improvement Plan on 24.1.12.
- Member questions at the meetings included social work caseloads, partner engagement, staff training and recruitment and retention of staff. They have asked us to report back on those aspects of the Plan at future meetings.
- The Improvement Board met on 10.1.12. The Board felt that considerable progress had been made and that the focus should now be on embedding improvements to social care practice, and improving partner engagement in the Local Safeguarding Children's Board (LSCB) and early intervention.

Theme 1 - Social Care Practice

- The long term structure for Children's Services has now been agreed and job descriptions are being drawn up.
- The phased implementation of the Quality Assurance Framework (QAF) continues with a focus on improving practice on: reflective and analytical case work and supervision; work between child protection conferences to prevent planning drift for children on Child Protection Plans; and reinforcing the use of the risk assessment framework.
- The continued implementation of the QAF, which includes the audits, is providing information that demonstrates the extent to which the changes that have been made are embedded.
- Further development of the web based procedure manual (Tri-X) is continuing. This is particularly critical to support business continuity in terms of operating practice during this period of change.
- All historical out of time 'Initial Assessments completed and authorised within the timescales' and out of time 'Core Assessments completed within timescale' have now been cleared. This means that they will no longer impact negatively on performance data. Improved performance is expected to continue as managers and staff that have poor performance in this area are being supported to improve.
- Specifications for coaches and mentors for social workers and managers to improve social work practice have been developed for the additional sector support project. Once recruited, they will support the development of best practice (to adhere to all SBC policies, procedures and guidelines), the identification of areas (themes) for improvement in practice across the Service, the identification of areas of good and satisfactory practice within the Service, the delivery of specific learning and development interventions and make recommendations for topics for inclusion in ongoing learning and development plan. This is part of the additional Sector Support work that has been made available to us.

Theme 2 - Capability and Capacity

- Work on drawing up and grading job descriptions for the new structure has started.
- The Assistant Director recruitment will start in the w/c 13.2.12.
- A wide programme of communications, led by the operational leaders who are making use of opportunities for both giving and receiving information in their interactions with their teams, is in place

supported by the Communications team. A quick 'survey' of what works and how communication could be improved is being carried out to identify other ways of communicating with staff that could enhance this programme.

- The first draft of the Corporate Workforce Strategy has been discussed by the Corporate Management Team and will be adopted for the council following discussion at the Senior Leadership Team (SLT).
- The Training Plan has been developed including Leadership Development and Practitioner training, to reflect the priorities in the Improvement Plan. Training is currently being commissioned and a training programme should be available for staff by mid-February.

Theme 3 - Quality Assurance and Performance Management

- A high proportion of managers and practitioners attended Performance Management workshops which looked at developing corrective actions where performance is poor. The findings from the workshops are being used in the Performance Management Framework.
- The first stage of the sector support work on the Independent Reviewing Officer (IRO) service has been completed. Initial findings have been reported and the recommendations are being developed.
- The LSCB Development Day on 6.1.12 discussed the structure of LSCB and its sub-groups, 2012-15 Business Plan and expectations of partners. These were confirmed by the LSCB Executive Board on 2.2.12.

Theme 4 - Early Intervention and Prevention

- Sector Led Support has agreed to 6 to 10 days of extra support, funded from the additional sector support money allocated to Slough, to support the development and implementation of the Early Intervention Strategy across all agencies, including clarifying thresholds and improving partner contributions to the Early Response Hub.
- A second event for partners is being planned for the 22nd February. This is for middle managers, team leaders and key front line staff. This will be a practical sessions concentrating on specific partnership activity needed to engage partners in the implementation of the Early Intervention Strategy.
- Preparation for this event includes a paper setting out 'What's in it for me?' and clarification for partners of the thresholds for entry to Social Care and the Early Response Hub.
- Visits are being arranged to the Early Response Hub from Health Visitors, Police Officers and the LSCB to enhance partnership involvement.
- Schools have made a financial contribution to Early Intervention which will help with the development of processes to support an electronic Common Assessment Framework (CAF).

Theme 5 - Leadership, Governance and Finance

- Planning for the future structure and its implementation continues and this is focusing on addressing risks to business continuity that may arise due to recruitment at senior levels.
- The Children's Partnership Board (CPB) review continues and a survey has been developed through the Slough Focus portal during December/January and is being tested before distribution to partners. Replies are required by the second week in February.
- The Children and Young Peoples Plan was considered and agreed by the ECS scrutiny panel on 24th January 2012.
- A paper on the Medium Term Financial Strategy was discussed by the Improvement Board showing previous, current and future years spend on safeguarding and looked after children, and SBC commitment to future expenditure. The Board has asked for further work to now consider partner spend in these areas.
- Assistant Team Managers are attending SMT meetings throughout January to account for performance and their team's contribution to the Improvement Plan.
- Team plans are now in place that incorporate actions from the Improvement Plan. Staff appraisals and personal development plans reflecting the Improvement Plan for each member of staff will be linked to these plans.
- Further work on responsibilities of LSCB, CPB, ECS Scrutiny to be updated to include Health and Well-Being Board, Safer Slough Partnership and Adult Safeguarding Board.

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

Clear milestones for specific aspects of the work are contained in the Improvement Plan.

Theme 1 - Social Care Practice

- Recruit staff to revised job descriptions, carry out succession planning and handover, and create an induction and training programme ready for the new structure.
- Work to embed required standards of practice, tested through audit work and management oversight.
- Appointment of coaches/mentors as part of the Sector Support work.

Theme 2

- Continue to commission the highest priority elements and review existing elements of the immediate learning and development plan.
- Workshop with practitioners and The College of Social Work to consider how the Professional Capabilities Framework and other Social Work Reform Board/Munro 'products' will work in practice, and how they can be used both on an strategic and individual basis.

Theme 3 - Quality Assurance and Performance Management

- Senior Management Workshop on Performance Management on February 9th.
- Outcomes from the SMT workshop to be taken forward – developing an early warning system that show non compliance with the performance system, learning of coaching skills to support managers using the performance framework and developing the audit plan to ensure compliance and to identify further support needed to use the framework proficiently.
- Reinforcement of messages about the use of the supervision template and audit by end February to check use.

Theme 4

- Development of Early Intervention Implementation Plan.
- Finalisation of Social Care and Early Response thresholds.
- Hold the second half day event for middle managers, team leaders and key front line workers.
- New software associated with the electronic CAF.
- Further analysis of CAF and case auditing of CAF.
- Partners to consider how they can contribute to the Early Response Hub in terms of providing services.

Theme 5 - Leadership, Governance and Finance

- Continued succession planning for the move to the new structure and work to ensure business continuity is maintained and the improvements to practice are sustained.
- Work on building the Improvement Plan into appraisal, performance monitoring and personal development plans.
- Specific work with police on levels of referral which is still proving problematic.
- Continue recruitment for a permanent LSCB Chair.
- Finish work on survey of CPB based on impact of outcomes for children and distribute.
- SMT/Lead Member training through sector support team postponed from 13th January in order to assimilate the results of the work with teams on performance management, now planned for 9.2.12.

Key issues of risk / obstacles to progress:

The Project Board has highlighted the risk of a lack of business continuity and a potential failure to sustain improvements in practice if careful succession planning is not carried out. There is a risk, with the recruitment of an almost entirely new Senior Management Team, that organisational memory will be lost. This also applies to Assistant Team Managers within the Children and Families Fieldwork teams who are also on fixed term contracts. The Project Board is ensuring that this is addressed. Delivery of the Learning and Development Plan is essential to ensure staff are able to carry out their roles in improvement work.

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	01/02/2012
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	<i>01/01/2011</i>
Project start date:	2008		Anticipated Project end date:		2020

Completed: 30% Remaining: 70%

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

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

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

1. Recently approved primary expansion projects are proceeding at Montem Primary (Phase 1), Marish Primary (2 additional classes), Priory (Phase 2), Lynch Hill (Phase 2) and Littledown (primary special).
2. DfE has confirmed Slough's capital underspend for 2010-11 will **not** be clawed back as it is fully committed to the Parlaunt Park Primary project.
3. Capital Strategy Board has approved the procurement of an options appraisal for the possible expansion of Wexham School.
4. Lynch Hill and Sikh faith school promoters are exploring the options for the creation of a secondary free school. Slough secondary Heads are also exploring the options for a secondary free school their Heads group (SASH). Small scale expansions being discussed will not met projected demand, but may ease short term pressures.
5. Changes in the format of the Primary Expansion Summary table. As requested by CMT the table is currently under review.

Key activities / milestones scheduled for *next* period:

1. Meetings of the School Organisation Group and Slough Association of Secondary Heads (SASH) are arranged to further develop the expansion programme
2. To meet Haybrook College and plan the expansion of special school and PRU places.
3. First indications of the number of applications for primary school places for September 2012 will be known during February 2012.

Key issues of risk / obstacles to progress:

1. There are emerging pressures in a number of year groups at primary, secondary and special schools. All applicants are being offered places but for some secondary school applicants this is at schools outside Slough. These applicants may be eligible for transport. This is not an option for primary places, so new expansion projects can be required at short notice.
2. In order to ensure every secondary pupil secures a school place, the first new secondary school places should be in place for 2013-14. This will require early agreement on the proposed project allowing it to move forward without delay.

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.

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	03/02/2012
<i>Previous month</i>	GREEN	GREEN	GREEN	GREEN	06/01/2012
Project start date:	19/09/2011		Anticipated Project end date:		31/12/2012

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

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

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

- 1 Ernst & Young appointed as the financial advisors for the LABV Project.
- 2 Four strong Pre-Qualification Questionnaires returned 09/01/12.
- 3 Comprehensive evaluation undertaken including securing credit and company reference checks for the consortium lead companies and partner companies in all cases.
- 4 Pre-Qualification Questionnaire process successfully completed on 20/01/12 with four high scoring Bidders selected to be Invited to Participate in Dialogue.
- 5 Project Board on 23/01/12 confirmed evaluation process and the four Bidders to be invited to ITPD. Meeting Agendas agreed for three competitive dialogue meetings to be held with each Bidder. Risk Log considered and mitigation action approved.
- 6 Successful Bidders notified of progression to the next stage in the procurement process.
- 7 All four Volumes of the ITPD together with the 18 technical appendices to Volume 2 drafted, standardised and finalised. Detailed evaluation matrix including scoring and score weighting system prepared. Cost model and Profession Fees Modes prepared.
- 8 Invitation to Participate in Competitive Dialogue ("ITPD") issued on time at 9.00 a.m. on 01/02/12.
- 9 Meeting with the HCA to further understand their interest in actively participating in the LABV for key Heart of Slough (HoS) sites. Also to review progress with the HoS legal agreements between the Council, the HCA and the University of West London. Legal advice sought on the options for the HCA relationship with the LABV.
- 10 Updated Project plan enhanced (attached).

LABV Project Plan 06
01 12.mpp

Key activities / milestones scheduled for *next* period:

Please refer to Project Plan.

1. Commence dialogue – three meetings with each Bidder planned between mid-February and mid-March (response to ITPD due 30/03/2012).
2. Options for the HCA relationship with the LABV developed and shared with HCA.
3. Project Board Meeting – 27/02/12.

Key issues of *risk / obstacles to progress*:

Please refer to the attached risk log.

Risk Log 120112.xls

Recommendations for CMT:

1. To note the progress.

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	GREEN	GREEN	02/02/12
<i>Previous month</i>	<i>GREEN</i>	<i>GREEN</i>	<i>AMBER</i>	<i>GREEN</i>	05/01/12
Project start date:	17/02/2011		Anticipated Project end date:	01/04/12	

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Completed

Remaining

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 <i>this</i> period:
<ol style="list-style-type: none"> Contract redrafted and reviewed by both parties, further negotiations taking place. Asset Register completed. Transition and implementation plans reviewed. EOI exercise completed. Final TUPE list issued to supplier. Agreed joint communications strategy. Agreed joint risk register developed. Continue staff briefings and 1-2-1's. Continue Trade Union briefings. Organised next all staff briefing. Arvato Implementation Team located at Airways House. Service reviews commenced. SLA's agreed with MyCouncil for Benefits and C-tax. KPI reviewed and agreed. Introductory meetings attended (Schools Forum and Housing Senate). Established a staff information pages on SBC Insite intranet site.
Key activities / milestones scheduled for <i>next</i> period:
<ol style="list-style-type: none"> Contract negotiations to be finalised and contract signed. Further staff briefings to be held. Implementation plans to be agreed and signed off. Finalise client side monitoring arrangements. Ongoing engagement with Unions - through DCF reporting on project progress. Further develop SLA's between the preferred supplier and the retained organisation. Further development of SBC implementation plan. Review of Risk Register. Develop joint communications strategy. Develop FAQ's on insite pages.
Key issues of <i>risk / obstacles to progress</i>:
<p>1. Staff concerns about TUPE transfer process. This risk continues to be a high priority for the project team as we move towards the contract going live. As such, this risk is regularly reviewed as part of the communications action plan for this project.</p> <p>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 includes as a priority a joint communication plan in partnership with the successful supplier to enable early staff engagement to take place. Activities will include:</p>

- 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.
- HR Surgeries if required.

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. The KPIs are forming part of the contract;

3. Contract Negotiations. Legal Services continue to be fully engaged with the contract negotiations to protect the council's interests and have been involved to ensure that there is a robust contract in place with either supplier.

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 and it is anticipated that the contract will start on time on 2nd April 2012.

Recommendations for CMT:

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 the Council's latest performance for the period to 31st January 2012, and should be read in conjunction with the full Performance Scorecard attached as an appendix to this report.

7.1. Key People Measures

All People Measures are provided by Human Resources department, and this is reported on a quarterly basis. As such, the data referenced in this section of the scorecard remains the same as presented previously, relating to the period up to and including 30th September 2011. Data for the final quarter of 2011 is currently being collated and verified, and will be reported at a future date.

7.2. 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 195 press releases issued, and CMT are encouraged to facilitate the release of positive news stories. The same period has seen 547 press enquiries and 1,343 press articles monitored. Of the press coverage assessed by SBC Communications team in January, the majority (52.4%) was deemed to be either 'positive' or 'very positive'. Across the entire 2011-12 year to date (April-January 2012), a total of 1,343 press items have been monitored; the majority of this press coverage has been positive or very positive (58%) with only 11% of coverage negative in tone.

SBC continues to receive a steady stream of Freedom of Information requests and press enquiries. Between April 2011 and January 2012, a total of 724 logged Fol applications have been made – an average of 72 every month; this represents an additional 73 applications compared to the same period for 2010-11 (an increase of some 11%), and has obvious impacts on staff time. The table below depicts the primary directorate to which each Fol application has been made.

Fols logged by Directorate	April 2011	May 2011	June 2011	July 2011	Aug 2011	Sep 2011	Oct 2011	Nov 2011	Dec 2011	Jan 2012	Total	%
Resources & Regeneration	28	41	35	33	35	28	32	36	18	26	312	43%
Community and Wellbeing	18	14	15	7	20	11	14	26	7	15	147	20%
Education & Children's services	5	15	10	11	12	19	14	13	8	9	116	16%
Chief Executive's department	16	10	9	2	9	5	11	16	10	14	102	14%
Customer & Transactional services	3	3	4	6	3	2	0	8	2	16	47	6%
Total	70	83	73	59	79	65	71	99	45	80	724	

Directorates are encouraged to regularly review the subject matter of Fol 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 (a peak of 95,269 unique visitors in October, which reduced to 74,139 in January) and this underscores the value of the current redevelopment work on our website. The 74,139 visitors to our website in January made 205,232 visits and viewed a total of 573,408 pages between them. January saw a total of 1,571 online payments; this results in a significant cost-reduction for processing these transactions, and represents excellent access for the public.

The number of Housing Benefit ('HB') and Council Tax benefit ('CTB') 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. Comparative data released by the Department for Work and Pensions indicates an increase compared to one year ago of c. 310 HB claimants and c.60 CTB claimants. Improving employment and income opportunities for local residents remains a core priority for Slough Borough Council and its partners.

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. During April to December 2011 children's social care has dealt with a total of 6,472 contacts (an increase of 25% on the same period in 2010) and 1,407 referrals (an increase of 3% compared to the same period one year previously). The number of looked after children in the care of the local authority remains higher than historic figures (at 189) as does the number of children subject to child protection plans (at 200, this has increased by 74% - 85 additional children – compared to December 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 December 2011 there have been 148 adult safeguarding referrals made which required a strategy meeting to be convened. This represents an increase of 33 (or 29%) on the numbers received in the same period of 2010.

The period April 2011 to January 2012 has seen 337 homeless cases determined, with 93% of decisions issued with 33 days. This represents a significant increase in volume of presenting cases over the corresponding period for the previous year (265 cases) *and* an improvement in speediness of decisions (from 91.3%).

7.3. Key Quality Measures

The period of April to December 2011 saw a total of 527 logged complaints across the council – a fall of almost 25% from the total (701) in the corresponding period one year previously. Provided that all complaints are being adequately recorded, then this represents considerable improvement in the quality of services delivered and in the public perception and satisfaction with the council. SBC is reiterating the importance of handling complaints according to established borough procedures, and a revised customer feedback and complaints leaflet was issued in January 2012 which clarifies the process for complaints handling, recording and escalation of issues. The Corporate Complaints Officer has been investing time with departments to improve the cross-council learning from complaints and enable ongoing service improvement. Complaints in the final quarter of 2011 were distributed across council directorates as follows:

Resources and Regeneration	74	54%
Customer and Transactional Services	38	28%
Community and Wellbeing	13	9%
Education and Children's Services	9	7%
Chief Executive's division	2	1%

This distribution appropriately reflects the volumes of service contacts and types of service provided by each directorate. All directorates have experienced a reduction in complaint numbers compared to the previous quarter. Alongside this, the number of complaints which escalate to the final stage has reduced, indicating effective and early resolution of the issues. Between April and December 2011, 41 complaints have progressed to stage 2 (8%) and 13 progressed to stage 3 (2%).

Within Children's social care, there is evidence of improvement. Note that January values are being collated (the business has requested two weeks beyond month end to enable data recording). By the end of December, the proportion of Initial assessments completed within timescales had increased to 69.6% for the whole of the previous 12 months – this increase is due to particularly improved performance in the most recent period. (48.1% 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 slightly lower than one year ago, current improvement activity is achieving the desired results, with 86% of the initial assessments completed *during* December meeting timescales. 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 – for those

completed *during* December, 58% achieved timescales (significantly better than the 30.3% achieved in December 2010). 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 (at 12.4%).

An internal programme of regularised case auditing has commenced, with 16 individual children's files having been audited in October, 18 in November, 38 in December and 21 in January. This exercise will be repeated every month, and a quarterly report on audit findings prepared in early 2012. 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. This auditing activity sits alongside supervision and management review of case recording and practice in efforts to improve social work practice and the audit results are being fed into the training plan. Audits are showing signs of improvement in case recording, response to referrals, the quality of new assessments and outcome-focussed child protection plans. Further work is continuing to drive up the management oversight, preventing drift in care planning and enabling progress with child protection plans.

All statements of special educational need prepared in 2011-12 have been issued within statutory timescales. However the numbers issued have been steadily increasing from 9 issued in October 2011 to 17 issued in January 2012. If the numbers issued continue to rise at this rate this will put pressure on resources within the team with the percentage rate likely to fall.

Council support continues to be delivered to local schools in measures to improve performance and compliance with expected standards. There are now only 3 primary schools in special measures or with notice to improve.

Whilst numbers of missed bin collections remain very low as a proportion of the average monthly total of collections (193,517), the average number missed shows a marginal increase on the corresponding period one year ago: for domestic refuse, a monthly average between April and December of 48 missed bins compared to 44 for the same period in 2010, and for recycling bins an average between April and December of 39 missed bins compared to 37 for the same period in 2010.

7.4. Key Inspection Results

2011 has seen a number of published inspection reports of council services. 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, which are being progressed.

All service areas subjected to external scrutiny react to the inspection findings, and work to address any identified service improvements, incorporating this activity in normal business improvement planning and generally within existing resources.

The council's response to the 2011 Ofsted inspection of safeguarding and looked after children's services and the Improvement Notice issued by the Secretary of State is well documented, with all inspection recommendations being addressed and monitored by the Improvement Board. The service area has received additional funding and increased internal and external support to enable sufficient improvements to service delivery.

The Youth Offending Team has similarly implemented service improvement activity to address the issues of concern raised in its inspection of 2011, and progress is reviewed and scrutinised on a regular basis by the Youth Offending and Youth Justice Boards.

7.5. 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.

Crime rates (cumulative values from 1st April 2011) continue to be lower than the corresponding period one year ago:

- All crime: a rate of 83.87 recorded offences per 1,000 population (below the 97.51 of one year ago, i.e. a 14% decrease).
- Violence against the person: a rate of 5.97 recorded offences per 1,000 population (below the 7.44 of one year ago, i.e. a 20% decrease).
- Serious sexual offences: a rate of 0.83 recorded offences per 1,000 population (below the 1.05 of one year ago, i.e. a 21% decrease).
- Serious acquisitive crime: a rate of 18.94 recorded offences per 1,000 population (below the 23.34 of one year ago, i.e. a 19% decrease).

Unemployment rates in December (as measured by the JSA claimant rate) remain at 3.8% - a value just lower than the national average (3.9%) but remaining above the average for the South East (2.6%).

January has seen a small increase in the number of households in temporary accommodation (85 in January 2012 compared to 80 in January 2011), although the monthly average over 2011-12 is lower than in the corresponding period last year (84 compared to 93).

Slough continues to secure long-term permanent futures for looked after children: In the year to December 2011, 20 looked after children have been secured permanent alternative families through adoption or special guardianship orders; this equates to a value of 15.6% for indicator PAF C23, which represents significant improvement on the position one year ago of 6.8%.

The Department of Education (DfE) has this month published revised 2010/11 GCSE and Equivalent Results performance tables. Slough schools improved by 5% on the proportion of children achieving 5 or more GCSEs at grades A* to C including English and mathematics: from 63.1% in 2010 to 68.1% in 2011. Slough schools achieve 9.2% above the national average (England 58.9%; Slough 68.1%) with the result that Slough ranks as 10th best achieving local authority area nationally. Slough also exceeded our own area target by 3.1%.

This year the DfE introduced a new key measure in the school performance tables which examines the percentage of *pupils with low prior attainment achieving 5 or more A*-C including English and mathematics*. ('Low prior attainment' is defined as those leaving primary school with a Key Stage 2 SATs result below level 4). This new measure indicates the real value a secondary school adds to those who have not done well at primary school.

The national average for this new measure is just 6.5%. In comparison, 14.3% of low prior attainment students attending a Slough School went on to achieve 5 or more A* to C including English and mathematics. This places Slough as 'the best' local authority outside of London.

At expected levels of progress from Key Stage 2 to Key Stage 4 in English Slough schools saw a small reduction (by 0.5%) from the previous year's results (2010 80.1%; 2011 79.6%) but remain 7.8% above the national average and therefore rank as within the top quartile nationally.

At expected levels of progress from Key Stage 2 to Key Stage 4 in mathematics Slough schools improved by 4.5% over the previous year (2010 74.9%; 2011 79.4%) and is well above the national average, placing Slough in the top quartile nationally.

The Full Performance Scorecard is provided as Appendix A.

8. Financial Reporting

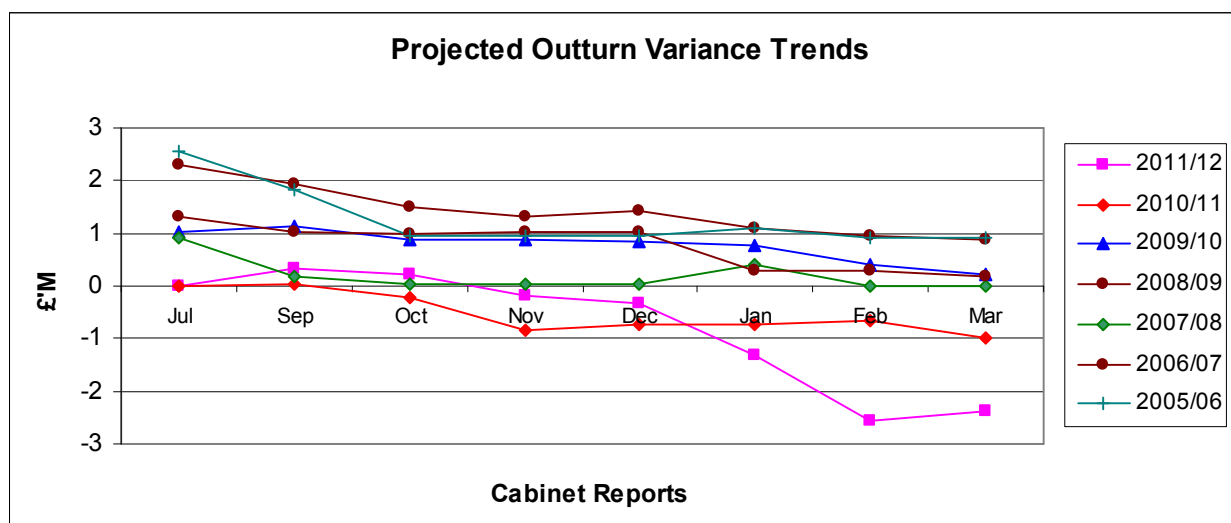
- 8.1. The Council's net revenue budget for 2011/12 is £105.1m.
- 8.2. The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

9. Projected Outturn Position as at 31st January 2012

- 9.1. There is currently a forecast under spend for the 2011/12 General Fund at the end of period ten of £2.380m following the reallocation of resources as laid out in section 15 of this report.
- 9.2. The table below shows the total under spend before any requests for earmarked reserves have been considered by the Section 151 Officer for approval as part of the close down process.
- 9.3. For the Housing revenue account there is currently forecast under spend against budget of £161K.
- 9.4. The position is summarised in Table 1, on the following page, and detailed in Appendix B.

Table 1 - Projected as at 31st January 2012

Directorate	Base Budget	Current Net Budget A	Actual YTD	Projected Outturn B	Variance Over /(Under) Spend C = B - A
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	39.139	41.344	27.117	40.269	(1.075)
Education and Childrens Services	27.789	31.500	21.697	30.064	(1.436)
Customer and Transactional Services	5.206	5.920	65.387	5.991	0.071
Resources and Regeneration	33.257	34.574	27.721	33.586	(0.988)
Chief Executive	0.657	1.448	1.087	1.403	(0.045)
Corporate	0.266	0.266	(0.188)	0.277	0.011
Total Cost of Services	106.314	115.052	142.820	111.590	(3.462)
% of revenue budget over/(under) spent by Services					-3.01%
Treasury Management	3.017	3.017	0.000	3.017	0.000
Contingencies, Earmarked Reserves and Trading Accounts	4.233	(3.453)	(5.492)	(2.371)	1.082
Early Intervention Grant	(7.140)	(7.246)	(5.435)	(7.246)	0.000
Council Tax Freeze Grant	(1.187)	(1.197)	(1.197)	(1.197)	0.000
New Homes Bonus Grant	(0.130)	(0.454)	(0.454)	(0.454)	0.000
Local Services Support Grant	0.000	(0.612)	(0.510)	(0.612)	0.000
Sub Total	(1.207)	(9.946)	(13.088)	(8.864)	1.082
Total General Fund	105.107	105.107	129.732	102.727	(2.380)
% of revenue budget over/(under) spent in total					-2.26%



10. Month on Month Movement in Variances

- 10.1. Community and Wellbeing** net controllable Revenue budget for 2011/12 is now **£41.344m** (reduction by £68k following the transfer out of printing budgets). The projected total net expenditure after taking into account all known commitments and the latest projected savings is **£40.227m**. Therefore at this point in time the Directorate is forecasting an under spend of £1.075m

This is a favourable movement of **-£55k** since last month and is due to savings on Adult Social Care following reduced commitments on Learning Disabilities and Older People care packages and staff cost related savings the Neighbourhood Enforcement and Drug Treatment Service areas within Public Protection. This has helped to offset a new pressure in Culture & Skills division mainly due to the costs incurred as a result of the recent issues at the Ice Rink and Swimming Pool.

Earmarked reserve requests of **£302k** in favour of the Drugs & Community Safety and **£487k** for the Transformation Grant will be made at the end of the year as part of the close down process. The Drug & Community Safety request is result of a plan to ensure that this grant which can only be used for Drug Treatment is available next year to assist with the expected reduction in grant resources in 2012/13. This will ensure that essential front line services can be maintained whilst commissioning plans are adjusted to cope with the reduced funds. The Transformation Grant was unexpectedly received late in the budget making process this year. These funds will now be spent over the next 2 years to accelerate the progress of the significant change programme within the social care division, which will deliver significant savings whilst restructuring services in line with the personalisation agenda. If these earmarked reserve requests are approved and approved at the total value, this would reduce the total forecast under spend at the 31 March 2012 to **£286k** (0.7% of the budget).

- 10.2. Education and Children's Services** net controllable budget for 2011/12 is **£31.500m**, and the projected total net expenditure is currently **£30.064m**, an underspend of £1,436k. Members will recall that there are significant net pressures within the Directorate. The forecast pressure on looked after children placement budgets has been addressed through the use of corporate contingency (£600k) and initiatives within departmental budgets. In addition, the Safeguarding Improvement Plan (£167k) has been funded from additional corporate contingency. It is envisaged that carry forward requests totalling £318k to date will be received, however these are subject to review and approval before these are finalised.

- 10.3. Commercial and Transactional services** is currently forecasting an over spend position of £66k. This represents a positive movement of £5k from that reported last month.

- 10.4. Resources and Regeneration's** Annual budget has decreased by £87,000 to £34.569m following allocation of funding in respect of Central Printing Services.

Forecast for the year is now £33.581m which is £988,000 under the revised budget after assigning £300,000 to Member priority projects in Transport & Planning. Resolution of the Fleming claim for VAT on waste collection charges was confirmed in

the period at £474,000 with other minor savings of £10,000 identified in Transport & Planning.

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.

- 10.5. The Chief Executive's** directorates' net controllable budget for 2011/12 is £1,094k and the current projected under spend position is £45k.
- 10.6.** The **Corporate service** area is forecasting an £11k over spend at this point in time in relation to prior years' pensions costs.
- 10.7. Treasury Management** forecasts a breakeven position.
- 10.8. The Housing Revenue Account** balances are forecast to be £9.980m at year end which is £732,000 higher than budget and includes an improvement of £45,000 in net operating income since last period.

Income estimates have improved by £21,000 following the latest actual quarterly charges, applied to rent accounts, and agreement on the level Supporting People Grant for the year has improved the forecast by £24,000.

Self-Financing continues to be high on the agenda with the 30 year business plan and an associated revised treasury management policy to be presented for approval in February 2012.

11. Emerging Issues / Risks

Directorate Specific

11.1. 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 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.

11.2. 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.

The financial impact of the Improvement Plan required in response to the Ofsted Inspection has been reflected in this report. The implementation of the Plan has been

the top priority for the Directorate this year, reducing the capacity to deliver on other projects.

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 complete and work to deliver additional corporate and directorate savings in 2012-13 and beyond is required.

11.3. Customer and Transactional Services

The main risk for Customer and Transactional Services is to deliver the implementation of recent outsourcing decision contract awarded to Arvato Bertelsmann. Future savings are predicated on the successful integration and handover.

In addition to the above it is imperative that the Council tightly monitors its Benefits subsidy position with regard to the minimisation of overpayment errors made by the authority.

£278k of redundancy costs within Directorate. Should be met from central contingency budget but this has yet to be confirmed.

£384k of ALMO income. There is currently no recharge mechanism in place to recover costs of service provision by the Directorate to the Housing team.

The subsidy and benefit payments reconciliation process was reviewed. The outturn is closely monitored but remains a high risk area.

11.4. 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.

11.5. Chief Executive

No specific risks noted.

11.6. Housing Revenue Account

The settlement payment for self financing has been re-estimated in the “shadow” determination at £137m which is a £10 – 12 million increase from the previous calculations. This is mainly due to the inflation estimate increasing from 2.5% to 3.5% (See rent increase in emerging opportunities for mitigation) and the discount rate being reduced from 7% to 6.5% (As per the announcement in September borrowing rates from the PWLB have been reduced specifically for this event) in the financial model. Overall effects are being examined as part of the revised 30 year business plan.

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 rent income projections are being reworked accordingly

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. Demolition in these circumstances may proceed and a separate rebuild of dwellings examined. Use of additional right to buy receipts is also being examined as part of this scenario.

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

12. Emerging Opportunities

Directorate Specific

12.1. Community & Wellbeing

The Department of Health has announced the release of funds from PCT to Local Authorities designed to improve relieve pressure on hospital beds. This department will receive about £350k in revenue support and further sum for Disabled Facilities Grant. This will provide a challenge for the department to design and implement a programme that will deliver the benefits prescribed by the PCT. But it may also present an opportunity to improve services to local residents and help to relieve pressure on stretched budgets.

12.2. Education & Children's Services

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

12.3. Customer and Transactional Services

The department will look to exploit additional opportunities through the implementation of the partnership arrangement with Arvato Bertelsmann.

12.4. Resources and Regeneration

Discussions with neighbouring councils and our contractor Enterprise Ltd are taking place to develop cost reduction initiatives.

Value added tax treatment for off street parking has been challenged and the national position taken by local authorities is under consideration by Her Majesties Revenue & Customs.

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.

12.5. 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.

The borrowing limit for Housing is proposed at £178m and the business plan currently indicates that £160m will be utilised to implement Self-financing. Additional borrowing to support affordable homes development may therefore be available.

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.

13. 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.

14. Capital Monitoring

The Capital Monitoring Report was presented to the Capital Strategy Board on 16th January 2012 showing the 2011-12 Capital Budget as £58,423k and spend to the end of December 2011 as £30,220k. Total projected spend for 2011-12 at the end of March 2012 is £45,259k. The analysis can be found in Table 2 below:

Table 2: Consolidated Capital Expenditure as at 31st December 2012

Directorate	Budget	Actual	Balance	Projection
Heart of Slough	16,122	8,802	7,320	14,456
Resources (excluding Heart of Slough)	9,757	4,265	5,492	6,951
Education & Children's Services	21,249	14,254	6,995	18,326
Community & Wellbeing	1,096	111	957	355
Customer & Transactional Services	500	430	70	495
Housing Revenue Account	9,699	2,358	7,341	4,676
Total	58,423	30,220	28,175	45,259

15. Re-allocation of resources

Due to the early implementation of savings and efficiency measures combined with additional income from HM Customs and Excise we propose in this month to allocate approximately £1.082m of available resources (detailed at 4.2) to fund the following areas:

Safeguarding Improvement Plan	£256,461
Looked after children (ECS Safe and Sustainable Plan)	£825,833

16. Conclusion

The position as at the end of January 2012 taking into consideration the reallocation of resources detailed in Section 15 leaves an overall headline under spend position of £2.380m against the General Fund revenue account.

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)		1,628			1,618			1,802			1,671		1,671
		1,819			1,920													
Number of staff in establishment (FTE - 'full time equivalent')		1323.5			1324.2								
		1463.3			1524.2			1441.4			1,347.9		1,347.9					
Number of vacant posts (at quarter end)		353			364									Ideally decreasing
				511			415		..					
Number of advertised job opportunities this period (FT versus PT)		59 FT versus 9 PT			tbc								
						
Staff turnover rate - resignations only (%)		4.1%			1.5%									10-15%
		1.3%			2.0%			1.7%			2.0%		2.0%					
Average staff sickness rate including maternity leave (days lost per FTE)		2.8			2.5									Low	..	✓
		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 32%, 1% of staff who are BAME		1.17 [43.3%]			1.19 [44%]									>=1	>=1	✓	✓	✓
		1.13			1.13			1.15			1.18		1.18		>=1			
		[41.8%]			[41.9%]			[42.7%]			[43.6%]		[43.6%]					
10 staff with a declared disability		7.1%			6.8%									tbc
		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)		1.41 [67.8%]			1.44 [68.9%]									>=1	>=1	✓	✓	✓
		1.46			1.45													
		[70.2%]			[69.5%]			1.43 [68.8%]			1.41 [67.6%]		[67.6%]		>=1			

Appendix A: Slough Borough Council Balanced Scorecard

January 2012

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						
Press releases issued in month (total across whole council)	2011-12 (2010-11)	16	17	23	25	16	21	16	22	18	21			195	-
Press enquiries received in month (total across whole council)	2011-12 (2010-11)	55	56	64	65	56	60	49	61	60	77	21	36	603	-
Press coverage monitoring: number of items and percentage rated as 'positive' or 'very positive' (total across whole council)	2011-12 (2010-11)	170 63.5%	159 58.5%	162 51.2%	179 59.8%	..	113 54.0%	131 64.1%	135 61.5%	147 57.1%	83 63.3%	82 59.1%	63 71.4%	264	High & increasing	Higher %	✓	✓	✓
Social media: unique visitors to SBC website	2011-12 (2010-11)	215 59.1%	206 71.4%	..					
Social media: online financial transactions conducted	2011-12 (2010-11)	1,569	1,802	1,588	1,625	..	1,675	1,894	2,339	1,851	1,571	81,852	76,559	661,659	High & increasing	..	✓
Social media: Followers on Twitter	2011-12 (2010-11)	219	254	..	299	..	547	587	633	676	730	622	1,068	..	High & increasing	..	✓
Number of Freedom of Information requests made (total across whole council)	2011-12 (2010-11)	70	83	73	59	79	65	71	99	45	80	93	72	193	reducing	..	✗	✗	✗
Number of Housing Benefit Claimants	2011-12 (2010-11)	11,250	11,280	11,450	11,510	11,500	11,540	11,520	tbc	tbc	tbc			816
Number of Council Tax Benefit Claimants	2011-12 (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
Number of contacts to children's social care per month	2011-12 (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	✓
Number of referrals to children's social care per month	2011-12 (2010-11)	711	612	663	738	728	659	824	788	635	604	618	809	7,228	reducing	to reduce	✓	✗	✗
Number of children looked after by the council at month end	2011-12 (2010-11)	127	153	210	169	116	153	136	130	172	185	183	166	1,900	reducing	to reduce	✓
Number of children subject to Child Protection Plans at month end	2011-12 (2010-11)	164	176	174	174	179	177	187	190	189	190	165	168	..	reducing	Lower	✗	✓	✗
Plans at month end	2011-12 (2010-11)	144	164	168	185	200	189	199	196	200	170	165	168	..	reducing	Lower	✗	✗	✗
Maintain the number of problematic drug users in effective treatment at 7% above 2007/08 baseline, a strategy meeting per month	2011-12 (2010-11)	111	108	105	77	80	85	87	102	115	132	140	142	142		>= 7%	✓
Number of Adult safeguarding referrals leading to a strategy meeting per month	2011-12 (2010-11)				
Number of homeless cases determined / percent of decisions issued with 33 days.	2011-12 (2010-11)	31 : 97%	32 : 91%	37 : 97%	35 : 94%	31 : 84%	44 : 91%	38 : 97%	19 : 100%	36 : 94%	34 : 82%			337 : 92.7%	Low: high %	90% or above	✓
		17 : 88%	27 : 93%	31 : 87%	31 : 97%	34 : 100%	19 : 89%	21 : 81%	36 : 89%	20 : 90%	29 : 93%	26 : 96%	36 : 92%	327 : 91.3%					

Appendix A: Slough Borough Council Balanced Scorecard

January 2012

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									
Number of complaints received (across the entire council)	45	54	78	52	100	60	55	48	35	54	41	..	527
2011-12 (2010-11)	109	100	92	85	60	67	59	67	62	54	41	..	796
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)	70.1% (27.8%)	69.0% (27.6%)	66.7% (28.0%)	65.8% (29.3%)	65.1% (30.1%)	64.7% (31.7%)	66.0% (37.9%)	68.7% (43.5%)	69.6% (48.1%)
2011-12 (2010-11)	76%	76%	77%	77%	77%	76%	75%	74%	73%	73%	72%	70%	70%
% of Initial Assessments completed in the month within timescales	69.2%	67.4%	53.3%	60.0%	62.1%	73.9%	88.8%	95.4%	85.8%
2011-12 (2010-11)	72%	72%	63%	58%
NI 60: % of Core Assessments completed within timescales (figures in brackets are % of CAs completed AND authorised in 35 working days)	65.6% (24.1%)	63.4% (24.0%)	57.7% (25.1%)	54.8% (28.4%)	51.6% (30.6%)	48.5% (31.1%)	48.0% (33.5%)	48.8% (37.5%)	50.7% (41.4%)
2011-12 (2010-11)	85.1%	85.2%	86.1%	87.1%	87.1%	85.2%	84.7%	85.2%	80.4%	79.9%	77.0%	67.0%	67.0%
% of Core Assessments completed in the month within timescales	61.4%	48.4%	38.1%	54.8%	41.3%	30.7%	53.6%	66.7%	57.9%
2011-12 (2010-11)	30.3%	77.3%	55.0%	38.9%
NI 65: % of children becoming the subject of Child Protection Plan for 2nd or subsequent time	19.2%	16.8%	17.7%	15.0%	12.9%	11.5%	11.0%	10.6%	12.4%
2011-12 (2010-11)	14.5%	14.2%	13.7%	12.6%	14.3%	16.8%	20.8%	19.2%	15.8%	18.2%	17.5%	18.5%	18.5%
% of Adult safeguarding strategy meetings taking place within 5 days of referral per month	100% (5)	100% (9)	100% (11)	100% (9)	100% (11)	100% (13)	100% (9)	100% (9)	100% (13)	100% (17)	100%	100%	100%
2011-12 (2010-11)	100%	90%	75%	100%	80%	100%	100%	88%	100%	100%	100%	100%	92%
Number of Children's social care casefiles audited each month (internal audit programme from October 2011)	16	18	38	21
2011-12 (2010-11)
Number of primary schools in special measures or with notice to improve	6	6	5	4	4	4	4	4	3	3	6	6	6
2011-12 (2010-11)	5	5	5	5	5	5	5	5	5	6	6	6	6
% of Adult safeguarding strategy meetings taking place within 5 days of referral per month	100.0%	75.0%	72.7%	82.6%	88.2%	68.2%	62.5%	55.6%	58.3%
2011-12 (2010-11)	87.5%	72.7%	66.7%	82.4%	81.3%	52.4%	90.0%	69.2%	60.0%	100.0%	63.6%	73.3%	74.2%
% of people subject to adult safeguarding strategy meetings who report they felt safe after the intervention	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc
2011-12 (2010-11)
Increase the % of successful treatment outcomes for problematic drug users	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	43%	tbc
2011-12 (2010-11)
Number of Missed Bins - DOMESTIC WASTE . Total collections expected = 193,517	52	44	47	49	51	49	52	49	39	Average = 48	Low	less than prev year
2011-12 (2010-11)	59	46	32	35	46	41	46	53	40	41	43	39	Average = 43.6	Low
Number of Missed Bins - RECYCLING . Total collections expected = 193,517	41	37	38	46	42	36	44	36	33	Average = 39.2	Low	less than prev year
2011-12 (2010-11)	44	37	34	38	31	38	41	45	29	43	39	23	Average = 37.6	Low

Key inspection results - all 'red' areas are subject to explicit improvement activity. See text report for fuller details.

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

Economy and Skills

Health and Wellbeing

Housing

Regeneration and the Environment

Safer Communities

Key Outcome Measures	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Annual total / cumulative total or outturn	Good is:	Target	Direction	Comparative
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
Crime rates per 1,000 population: All crime (cumulative from April)	2011-12 (2010-11)	28.15 32.87			56.77 66.91			83.87 97.51						Low & decreasing	less than prev year	✓	✗
Crime rates per 1,000 population: Violence against the person (cumulative from April)	2011-12 (2010-11)	5.79 8.04			11.74 16.14			5.97 7.44						Low & decreasing	less than prev year	✓	✗
Crime rates per 1,000 population: Serious sexual offences (cumulative from April)	2011-12 (2010-11)	0.23 0.39			0.55 0.74			0.83 1.05						Low & decreasing	less than prev year	✓	✗
Crime rates per 1,000 population: Serious acquisitive crime (cumulative from April)	2011-12 (2010-11)	5.97 7.3			12.06 14.8			18.94 23.34						Low & decreasing	less than prev year	✓	✗
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% 4.0%	3.8% 3.7%	3.6% 3.7%	3.7% 3.7%	3.9% 3.7%	3.8% 3.6%	3.8% 3.6%	3.8% 3.5%	tbc 3.6%	tbc 3.8%			Low & decreasing	> SE average (2.6%)	✗	✗
JSA Claimants per unfilled jobcentre vacancy (source: NOMIS)	2011-12	6.9	8.4	4.9	5.0	4.0	3.3	3.8	4.4	tbc				LOW	< SE average (3.5) < GB average (5.6)	✓	✗
PAF C23: % of CLA adopted from care or granted a special guardianship order	2011-12 (2010-11)	7.1 8.0%	6.5 8.5%	5.0 11.0%	6.0 11.6%	5.3 12.2%	5.3 17.7%	3.8 18.7%	5.1 15.6%	6.5 6.8%	5.2 6.9%	6.0 8.1%	6.0	HIGH and >8%	>8%	✓	✓
Percentage of household waste recycled or composted	2011-12 (2010-11)	12.5% 32.7%	11.8% 32.7%	8.6% 32.9%	8.2% 32.9%	6.2% 31.9%	7.1% 31.9%	6.3% ..	6.8% 31.5%	6.8% 31.5%	6.9% 29.3%	8.1% 31.4%	8.1%	High	29% or more	✓	✓
Housing Services: Number of households in temporary accommodation	2011-12 (2010-11)	81 96	88 98	88 97	85 99	87 94	77 94	83 90	81 94	85 80	89 84	Avg = 84 Avg = 92		Low Low	85 or less	✓	✓
Key Outcome Measures (only available annually)																	
NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths		57.4%			59.3%			63.1%				68.1%		HIGH	65%	✓	✓
Expected Levels of Progress from Key Stage 2 to Key Stage 4 in English		..			75.8%			80.1%				79.6%		HIGH	80%	✗	✗
Expected Levels of Progress from Key Stage 2 to Key Stage 4 in Maths		..			71.7%			74.9%				79.4%		HIGH	77%	✓	✓
NI 73: Achievement at level 4 or above in both English and Maths at Key Stage 2		69%			67%			71%				73%		HIGH	75%	✓	✗
NI 93: Progress by 2 levels in English between Key Stage 1 and Key Stage 2		77%			78%			83%				83%		HIGH	85%	✗	✗
NI 94: Progress by 2 levels in Mathematics between Key Stage 1 and Key Stage 2		71%			73%			79%				82%		HIGH	80%	✓	✓
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		33.0%			46.3%			48.1%				62.0%		HIGH	49.5%	✓	✓
NI 92: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest		43.5%			36.9%			35.8%				29.9%		LOW	33.6%	✓	✓

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Summary Variance Analysis

Directorate:		Customer & Transactional Services	Period – 10	January 2012
Overall Directorate Summary: This new directorates' net controllable budget for 2011/12 is £5.924m and the projected total net expenditure is currently £5.990m , giving an overspend position of £66k at this point in time. Details are given in the report below.				
Main Variances				
Service Area	Total Variance £'000	Explanation		
Information Technology	169	New this month: None Previously reported: : £196k – Being the estimated annual cost of the SAVVIS contract offset by small savings within IT.		
Customer Service Centre	122	New this month: None Previously reported: £26k Income from E-Government Project budgeted for in error. : Payroll costs from the recruitment of additional customer service advisors and recognition that assumed unallocated savings in the budget will not be fully achieved		
Total ICT and Information Technology	291	Sub-Total		
Benefits, Council Tax and NNDR	(279)	New this month: None Previously reported: Higher than budgeted admin subsidy grant received		
Transactional Finance	16	New this month: Various small compensating savings identified Previously reported: £(21)k cost of agency cover offset by the value of vacancies. Accounting Technicians budgets transferred to service but cost of Supervisor post not included in the budget.		
Transactional HR and Payroll	(105)	New this month: None Previously reported: Recognition of savings including two posts that were deleted from the establishment but budget was incorrectly allocated to the service. Costs of Payroll and Pension Manager have been coded to Strategic Management.		
Logistics Team	(54)	New this month: None Previously reported: £(25)k being value of vacancies held until the end of 2011/12. Further general savings identified including posts likely to be held vacant until the end of the year.		
Total Transactional Services	(422)	Sub-Total		
Strategic Management	197	New this month: None Previously reported: Staff costs budgeted in other cost centres have been changed to Strategic Management. Recognition that assumed unallocated savings in the budget will not be fully achieved.		
	66	Total Variance		

Directorate:	HRA	Period – 10	January 2012
Main Variances			
Area	Variance £'000	Explanation	
Income	85	Rental income has been validated to the end of December and no change to forecast identified.	
Repairs & Maintenance	(301)	Planned maintenance activities and Major Works included in the Interserve guaranteed sum are being validated. 2010/11 activities are also being examined which may lead to adjustments to capital being actioned this financial year. Examination of the Interserve contract continued in the period particularly in respect of the profit share element.	
Supervision & Management	(229)	Transformation activities including the 2011/12 EOI programme continued during the period.	
Pension Cost Adjustment	76	FRS 17 adjustment from the final ALMO accounts	
Special Services	(83)	Supporting People grant reduction has been reversed and income at budget level in place.	
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.	
	0	Revenue contribution to the Capital programme	
Total	(362)		

Directorate:	Resources and Regeneration	Period - 10	January 2012
Main Variances			
Service Area	£'000	Explanation	
Management Unit	(1,258)	A Fleming claim for output tax on Trade Waste collection services between 1988 and 1996 was settled by HM Revenues & Customs in the period. VAT of £190,727 was refunded and interest of £335,780 paid in addition. Finance advisor fess of £52,650 are payable to Price Waterhouse Coopers. A further claim in respect of Off street parking	
Finance and Audit	(233)	Revised structure is now in place and recruitment activity for senior positions is expected to commence in February 2012.	
Professional Services & monitoring officer	(149)	Period 9 forecast confirmed	
Transport & Planning	150	Street Lighting works have generated a £70k discount based on volume over the last 2 years. A claim for Traffic Signal electricity is due for 2011/12 with negotiations on-going in respect of prior years and future charges.	
Strategic Housing	(13)	Period 9 forecast confirmed	
Environmental Services & Quality	366	Period 9 forecast confirmed	
Property Services	149	Demand for commercial property continues to be weak and income is now forecast to reduce by a further £75k for the year. Additional costs of £19k are also being incurred as Business rates are payable in empty units. Business rate charges in respect of the Town Hall continue to be negotiated with the Valuation Office due to the extension on occupancy in 2011.	
Total	(988)	Forecast Variance	

Directorate:	Chief Executive	Period – 10	January 2012
Overall Directorate Summary: The directorates' net controllable budget for 2011/12 is £1,448k and the current projected under spend position is £45k. Details are given below.			
Main Variances			
Service Area	Total Variance £'000	Explanation	
Chief Executive's Office	(25)	New This month: Previously Reported: There are commitments of approximately £36.5k for temporary staffing and specialist expertise (including £7,500 covering vacancy and long term sick leave for the Policy & Scrutiny Officer) and further commitments and planned spend on supplies and services. Subsequent to these adjustments a £25k under spend has been identified and offered as in year savings. Vacancies held in this area pending review of the service.	
Communications	0	New This month: Previously Reported: Savings of £30k have been planned and identified to assist in offsetting any transitional impacts arising from the outdated income and expenditure targets shown on the K059 Printing budget following the restructure in the service delivery.	
Policy	(20)	New This month: Previously Reported: There is currently £20k unallocated spend at this stage. The under spend is provisionally offered as an in year saving. However, due to the unpredictable nature of the demands on this service it remains a possibility that this sum will be required.	
	(45)	Net Variance	

Directorate:	Community & Wellbeing	Period 10	January 2012																																										
Community Services and Adult Social Care	(42)	This month: -£42k – Movement of -£157k this month due to revised commitments for Learning Disabilities (£49k) and Older People (£51k) residential placements.																																											
		<table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Safeguarding and Governance</td><td>261</td><td>226</td><td>-34</td><td>0</td></tr><tr><td>ASC Mgmt & Business Support</td><td>618</td><td>539</td><td>-79</td><td>0</td></tr><tr><td>Access & Long Term I & S</td><td>2,436</td><td>2,281</td><td>-155</td><td>-8</td></tr><tr><td>Re-ablement & Directly Provided</td><td>4,477</td><td>4,446</td><td>-30</td><td>-27</td></tr><tr><td>Mental Health</td><td>3,802</td><td>3,881</td><td>79</td><td>-25</td></tr><tr><td>Commissioning Budgets</td><td>16,070</td><td>16,248</td><td>179</td><td>-97</td></tr><tr><td>Total</td><td>27,663</td><td>27,621</td><td>-42</td><td>-157</td></tr></table>				Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Safeguarding and Governance	261	226	-34	0	ASC Mgmt & Business Support	618	539	-79	0	Access & Long Term I & S	2,436	2,281	-155	-8	Re-ablement & Directly Provided	4,477	4,446	-30	-27	Mental Health	3,802	3,881	79	-25	Commissioning Budgets	16,070	16,248	179	-97	Total	27,663	27,621	-42	-157
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		Commissioning Budgets	16,070	16,248	179	-97																																							
		Total	27,663	27,621	-42	-157																																							
Previous Variance: +£115k – 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.																																													
Culture & Skills	5	This month: +£5k – New pressures of £216k due to closure and emergency works at the Ice Rink and Swimming Pool.																																											
		<table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Lifelong Learning</td><td>520</td><td>516</td><td>-4</td><td>0</td></tr><tr><td>Library Service</td><td>2,180</td><td>2,190</td><td>9</td><td>1</td></tr><tr><td>Culture & Sports</td><td>1,250</td><td>1,322</td><td>72</td><td>187</td></tr><tr><td>Employment & Enterprise</td><td>240</td><td>239</td><td>0</td><td>0</td></tr><tr><td>Management</td><td>194</td><td>200</td><td>6</td><td>0</td></tr><tr><td>Community Services</td><td>283</td><td>206</td><td>-77</td><td>29</td></tr><tr><td>Total</td><td>4,666</td><td>4,672</td><td>5</td><td>216</td></tr></table>				Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Lifelong Learning	520	516	-4	0	Library Service	2,180	2,190	9	1	Culture & Sports	1,250	1,322	72	187	Employment & Enterprise	240	239	0	0	Management	194	200	6	0	Community Services	283	206	-77	29	Total	4,666	4,672	5	216
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		Community Services	283	206	-77	29																																							
		Total	4,666	4,672	5	216																																							
Previous Variance: -£211k – Savings due to carried forward budget for Free Swimming plus savings in Community Services.																																													
Personalisation , Commissioning & Partnerships	(409)	This month: -£409k (<i>Before allowing for the earmark reserve of £487k</i>) – Movement of +£1k .																																											
		<table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Voluntary Organisations</td><td>648</td><td>599</td><td>-49</td><td>-5</td></tr><tr><td>Contracts & Procurement</td><td>228</td><td>201</td><td>-27</td><td>7</td></tr><tr><td>Supporting People</td><td>3,506</td><td>3,667</td><td>162</td><td>0</td></tr><tr><td>Transformation Grant</td><td>487</td><td>0</td><td>-487</td><td>0</td></tr><tr><td>Strategic Commissioning</td><td>336</td><td>329</td><td>-7</td><td>-2</td></tr><tr><td>Total</td><td>5,206</td><td>4,797</td><td>-409</td><td>1</td></tr></table>				Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Voluntary Organisations	648	599	-49	-5	Contracts & Procurement	228	201	-27	7	Supporting People	3,506	3,667	162	0	Transformation Grant	487	0	-487	0	Strategic Commissioning	336	329	-7	-2	Total	5,206	4,797	-409	1					
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		Strategic Commissioning	336	329	-7	-2																																							
		Total	5,206	4,797	-409	1																																							
		Previous Variance: -£410k (<i>before allowing for the earmark reserve of £487k</i>) – budget pressure due to significant slippage on the planned savings for on Supporting People, this is partly offset by savings on the Voluntary Organisations and Contracts & Procurement budgets.																																											

Public Protection	(567)	<p>This month: -£567k (<i>Before allowing for Earmarked reserve request of £302k</i>) – Movement – -£111k – due to lower staff costs on the Neighbourhood Enforcement & Drug Treatment Teams.</p> <table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Management</td><td>118</td><td>129</td><td>11</td><td>0</td></tr><tr><td>Drugs & Community Safety</td><td>1,515</td><td>1,022</td><td>-493</td><td>-55</td></tr><tr><td>Neighbourhood Enforcement</td><td>1,089</td><td>1,013</td><td>-76</td><td>-40</td></tr><tr><td>Food Safety & Business Support</td><td>328</td><td>331</td><td>3</td><td>-3</td></tr><tr><td>Licensing</td><td>-158</td><td>-179</td><td>-21</td><td>-13</td></tr><tr><td>Trading Standards</td><td>352</td><td>362</td><td>9</td><td>0</td></tr><tr><td>Total</td><td>3,243</td><td>2,676</td><td>-567</td><td>-111</td></tr></table> <p>Previous Variance: -£456k - This is due to lower commitments on the Drugs & Community Safety Service due to lower commissioning costs and lower than budgeted staffing costs on the Neighbourhood Enforcement Service.</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Management	118	129	11	0	Drugs & Community Safety	1,515	1,022	-493	-55	Neighbourhood Enforcement	1,089	1,013	-76	-40	Food Safety & Business Support	328	331	3	-3	Licensing	-158	-179	-21	-13	Trading Standards	352	362	9	0	Total	3,243	2,676	-567	-111
Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000																																						
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Total	3,243	2,676	-567	-111																																						
Procurement	(63)	<p>This month: -£63k – Movement – £5k – due to planned recruitment, no longer proceeding.</p> <table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Procurement Team</td><td>211</td><td>183</td><td>-28</td><td>-5</td></tr><tr><td>Carbon Energy Management</td><td>48</td><td>13</td><td>-35</td><td>0</td></tr><tr><td>Total</td><td>259</td><td>196</td><td>-63</td><td>-5</td></tr></table> <p>Previous Variance: -£59k – Savings arising from the delay in new staff joining this team plus most of funds carried over from 10/11 is now no longer needed.</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Procurement Team	211	183	-28	-5	Carbon Energy Management	48	13	-35	0	Total	259	196	-63	-5																				
Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000																																						
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Total	259	196	-63	-5																																						
Central Management	0	<p>This month: - On Target. Movement - No changes, this month.</p> <table><tr><th>Service Area</th><th>Budget £'000</th><th>Outturn £'000</th><th>Variance £'000</th><th>Change £'000</th></tr><tr><td>Total</td><td>307</td><td>307</td><td>0</td><td>0</td></tr></table> <p>Previous Variance: - On Target</p>	Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000	Total	307	307	0	0																														
Service Area	Budget £'000	Outturn £'000	Variance £'000	Change £'000																																						
Total	307	307	0	0																																						
TOTAL	(1,075)																																									

Directorate:	Education and Children's Services	Period - 10
Service Area	Change £'000	Explanation
	-1,091	Variance reported last month
Children and Families	16	<p><u>New this Month:</u></p> <p>Children Looked After (CLA): The Looked After Children (LAC) budgets continue to be under severe pressure. This month's projections are based on the children in care as at the end of January. As a result of the volatility of these budgets, no projection is made for any new placements in February or March. The overall projection for CLA placements has increased by £16k <u>External fostering placements</u> – there is an additional projected overspend of £28k due to 4 new placements (£37k), which has been offset by 5 clients leaving (-£9k). <u>Internal Fostering placements</u> - a small pressure of £5k has been identified this month due to 1 new placement (£1k) and also other small pressures relating to equipment and retainers (£4k). <u>External Residential placements</u> – A saving of £21k due to 1 client returning home. <u>Home from Home respite care</u> – There is a small increase of £4k due to reduction in the previously projected under spend on personal needs.</p> <p>Commissioning and Social Work: A vacancy in the Young person's Personal Advisor post saves £24k. Following a review, the cost of interim cover for the AD and Corporate Parenting Manager posts will not be as high as anticipated saving £13k. Projected rent and travel expense costs within the Contact Team have reduced by £8k.</p> <p>Family Support Services: Within Section 17, the previously anticipated pressure of £24k on rent, personal needs and activities will not now materialise and instead there will be a saving of £50k; an overall saving of £74k on last month's position. The under spend on fees within Family Group Conferencing has increased by £20k as activity is lower than expected. A pressure of £8k has been identified on the cost of residence orders due to 4 clients transferring from internal fostering. However, this does relieve the pressure on the Looked After Children budgets.</p> <p>Other Children & Families: A £37k pressure is projected for Leaving Care due to Slough not qualifying for the grant this year, as the number of clients is below the minimum qualifying level. An increase in the level of charge this year for the Adoption</p>

Advisory Service causes additional costs of **£33k**.
Additional costs in respect of Local Safeguarding Board seminars and advertising costs creates a pressure of **£6k**.

Asylum Seekers:

There is an additional pressure of **£55k** which is as a result of personal needs costs exceeding the maximum amount which can be claimed per day per child for under 16's and additional 16+ clients.

Previously Reported:

Commissioning and Social Work: The Safeguarding Improvement Plan is funded by a Corporate Contingency of **£167k**, costs as follows; Group Manager post (£53k), additional IRO cover (£17k), the Local Safeguarding Board Audit Peer Review (£25k), the cost of the chair and safeguarding advisor for the peer review (£28k), the cost of a Performance Improvement and Quality Control Officer (£26k), audit project work (£13k), and deep dive audits (£5k).

A pressure of £25k has been identified within the Contact Team due to additional costs in respect of rent and travel expenses.

Children Looked After:

The previously reported projection for children looked after included all known placements at the end of December based on planned end dates at that point in time. No forecast was included for any changes between the end of December and 31 March.

External fostering placements – projected overspend due to rising numbers of children and weeks of care being provided.

Internal Fostering placements - all available internal foster places (55) are occupied so an underspend is projected on this budget.

External Residential placements – projected overspend due to rising number and complexity of placements.

Secure Accommodation - 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.

Pathways

A small overspend on the cost of personal need has been identified.

Detailed work on the Family Placement Service Gold Project (sustainable looked after children) approved by Members during October is in progress.

Family Support Services

Residence orders

Additional costs have been identified within Section 17 and FAST, mainly 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>Small underspends are projected for the Interpreting service (-£10k due to lower level of service usage) and Section 17 (-£20k due to a reduced level of activity).</p> <p>Other Children and Family Services: Less 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	87	<p><u>New this Month</u> A detailed analysis of the Youth service has identified a pressure in respect of £88k unachievable rental income within Slough Young People's Service, slightly offset by other adjustments</p> <p><u>Previously Reported</u> The Integrated Youth Service (IYS) is being established during the current financial year as approved by Cabinet in March. Initially, £228k was set aside for transitional support. Costs arising from the transition, including staffing reorganisations, are now being accommodated within existing budgets. It is therefore now possible to offer up the transitional support budget £228k as a saving. Further savings of £313k have been identified in respect of the Youth Service. The consultation on the staffing restructure of the Integrated Youth Service has completed the first stage and is about to start the second stage; this involves redundancies for both full time staff and sessional workers who currently deliver universal services. Until the restructure is complete, new recruitment to services has not taken place on the scale anticipated and has also been delayed due to new government guidance and potential external commissioning. In addition there has been the early effect of actions put in place to achieve 2012-13 savings targets. £175k is being put forward as a carry forward request to fund redundancies emerging from these changes.</p>
Inclusion	-93	<p><u>New this Month:</u> Inclusion Strategy: A £49k saving has been identified in respect of £40k core funding released as a result of a DSG contribution towards staffing costs and a £9k under spend on planned projects. Children with Disabilities: Additional expenditure of £25k has been incurred in respect of refurbishing one of the units within Breakaway with carpeting and a replacement cooker. Recent legal fees and further placement costs relating to 2 clients totals £16k of additional expenditure within external residential fees. These costs have been offset by a £45k saving within First</p>

		<p>Response due to CAF costs now being funded by the DSG and a £30k saving on Home Care due to clients accessing Breakaway and direct payments as alternative support. A backlog of assessments is building up in Occupational Therapy due to staff shortages. It is requested that the £10k projected underspend is carried forward to 2012-13. It will then be possible to engage additional support to clear the backlog once new equipment has been received.</p> <p>Support to Young People: There has been a delay in the use of the Partnerships and Commissioning budget whilst a review on future commissioning arrangements is undertaken with partners linked to early intervention and the safeguarding plan. This has caused an under spend of £110k this year which will be put forward as a carry forward request. An under spend on the use of consultants providing support for emotional health has saved a further £10k.</p> <p><u>Previously Reported:</u> Inclusion Strategy: A review of the staffing costs within Children with LDD has identified a saving of £50k, due to 4 staff vacancies offset by the cost of agency staff and 1 new leaver in February.</p> <p>Children with Disabilities: Additional costs of £55k due to complex needs of children accessing Breakaway. A £20k pressure has been identified within Direct Payments due to greater take up from clients. A £50k saving within Home Care due to a shift of clients towards Breakaway and Direct payments. A £70k saving is projected for external residential fees due to the delay of placement for 1 client pending court proceedings and in addition this client has now reached 18 years old and so the cost will be split with Adult Social Care. £59k savings within First Response (£30k) and Holding Hands (£29k) have been achieved through one of use of alternative funding this year.</p>
Raising Achievement	-37	<p><u>New this Month:</u> Early Years: Fewer childcare providers than anticipated have signed up with relevant universities in January to take up Early Years professional training than expected. This will save an additional £23k and it is requested that this is carried forward so that the programme can continue to be delivered in 2012-13. Services to Schools: Home to school transport is a volatile, demand led service. However, now that it is getting closer to year end, it is clear that a further projected saving of £37k can be projected.</p> <p><u>Previously Reported:</u> Early Years: Total savings of £524k have been identified principally due to delays in recruitment and projects. Alongside this, a review of Sure Start and its Children's Centres is pending which is delaying expenditure until the review has given clarity for the future. In addition, a lower number of</p>

		<p>referrals for 2 year old early education places than anticipated have been made. Work is ongoing to raise awareness with partner agencies to ensure that all eligible children are identified and referred.</p> <p>School Improvement: Schools have allocated a substantial sum of money from Dedicated Schools Grant and Service Level Agreements for Governor support during this financial year. This is related to their commitment to school improvement and raising standards with the awareness that robust and challenging governance is an important component in achieving success in these areas. Consequently, this results in savings within the budget on school governance which amounts to £33k.</p> <p>This has been offset by a £23k pressure in relation to an employee severance payment within the Advisory Service.</p> <p>Services to Schools: A saving of £32k has been identified within Participation due to deletion of a post.</p> <p>Re-evaluation of the transport requirement for the new term has identified a saving of £75k within Home to School Transport.</p>
Raising Participation Partnership	0	<p>The budget for the Slough Regional Group comprises of the aggregated budgets from neighbouring authorities for the Joint Arrangement to commission and procure all post-16 education and training for young people aged 16-19 across Berkshire. As such any variance between budget and actual spend will be carried forward to the following year.</p>
Strategic Management, Information and Resources	0	<p><u>New this Month:</u></p> <p><u>Previously Reported:</u></p> <p>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 early 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 (£335k) have been identified within Directorate Support Costs. One-off grant funding opportunities (£232k), unallocated Early Intervention Grant (£300k) and a saving through keeping a post vacant (£15k) have been identified to support the pressures on the directorate's budget.</p> <p>A delayed recruitment to School Planning Officer post which became vacant in July saves £6k.</p> <p>Additional rental income received from Langley academy site controllers house totals £8k and there will be a £3k under spend on the repairs budget.</p> <p>Scaling back on targeted services in order to support reactive pressures around the placement of Looked After Children saves £58k.</p> <p>A saving of £16k based on the current level of liability for teacher's premature retirement payments is expected.</p>

		<p>Information, Performance and Review:</p> <p>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 £40k. Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.</p> <p>Staff vacancy savings of £29k within the Performance and Management Team, previously flagged up as an emerging opportunity subject to a review of the team, can now be flagged up as a one-off saving.</p>
	-1,118	Total Variance

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 12th March 2012

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PART I
FOR COMMENT AND CONSIDERATION

CORPORATE PROCUREMENT STRATEGY

1 Purpose of Report

This report provides the opportunity to scrutinise the Council's 2012-2015 Corporate Procurement Strategy. The report also provides the opportunity to inform, consult and seek the Committee's views on the Strategy prior to its ratification by Cabinet at its meeting on 12th March.

2 Recommendation(s)/Proposed Action

That the Panel consider and comment on the Corporate Procurement Strategy.

3 Community Strategy Priorities

- **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**

Corporate Procurement provides business support services to the Council in the delivery and achievement of the Council's strategic priorities.

4 Other Implications

(a) Financial

The Council's Procurement Strategy is integral to the delivery of its Medium Term Financial Strategy and supporting strategies. Supporting strategies include the Capital Asset Strategy, Transactional Services Strategy, and service specific strategies relating to both universal and targeted provision provided to local residents. The strategy will support delivery of both corporate contract tendering and service area specific tendering to deliver cashable and non cashable benefits to the Council.

Specifically, it assist the council as it seeks to meet the planned of £745k over the next 2 years by securing savings of at least 4% on all contracts and commissioned services

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Implement Corporate Procurement Strategy across the Council	Implementation of the Procurement Strategy is:	
	a) an opportunity to address the challenging times ahead	
	b) opportunity to obtain a shared understanding of Procurement across the Council clearly identifying the aims and objectives of Corporate Procurement	
	c) opportunity to embed a Corporate Strategy that supports both procurement activity that is focused on delivering transformation savings and commitment to supporting small businesses and the voluntary and community sector.	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

The Corporate Procurement Strategy has been drafted in line with the Section 149 of the Equality Act 2010 public sector equality duty.

Name of Policy	Corporate procurement Strategy 2012-2015
Update/new Policy	New Policy
Aims and Objectives of Policy	<ul style="list-style-type: none"> To embed effective procurement across the whole organisation using innovative, sustainable and modern procurement practices, harnessing a culture of

	<p>continuous improvement, whilst remaining flexible to a rapidly changing environment and new models of and partnerships in the delivery of services</p> <ul style="list-style-type: none"> ▪ Strengthen guidance of procurement ▪ Increase accountability to encourage responsible spending <ul style="list-style-type: none"> ○ Promote business case culture ○ Focus procurement activities on value for money
How do the objectives relate to the Departmental Service Plans	The procurement strategy and procurement programme plan will become a formal feature of Service plans
Whose needs is the policy designed to meet?	The policy is designed to meet the needs of the council and service users conducting procurement activities
What are the profiles of the users of the services that the policy relates to?	<ul style="list-style-type: none"> a) Suppliers unknown – no visibility of who is going to express an interest in a contract opportunity b) Internal users
Equality & Diversity	<ul style="list-style-type: none"> ▪ The procurement strategy enables all relevant types of contractors to bid for council contracts and ensures good practice in the award of contracts ▪ The strategy aims to remove all obstacles to conducting business with the council. ▪ The strategy supports the council in assisting local businesses, SME's, voluntary and community organisations to build their capacity to win contracts. ▪ The strategy promotes equality and opportunity and diversity and ensures that there is an equal opportunity for all

	<p>suppliers who meet the stated criteria to bid for contracts.</p> <ul style="list-style-type: none"> ▪ No groups are excluded from tendering for council contracts ▪
What are the potentials to discriminate?	The potential to discriminate exists indirectly in the application of the procurement process by officers however officer have a duty to preserve the highest standards of honesty, integrity, impartiality and objectivity
Awareness of discrimination	The corporate procurement team advises officers on all procurement issues
Training	Training is essential in order to enable appropriate officers to act in accordance with the Procurement Strategy; particularly in relation to equalities. Training sessions will be offered to all officers involved in procurement activity in the new financial year,

4 **Supporting Information**

During 2011 the Council restructured the Corporate Procurement Team to build new capability into the procurement function. This has enabled a review of the Council strategic approach and the identification of key improvements to be made in procurement practice, as set out in the Council Procurement Strategy 2012-15.

6 **Comments of Other Committees**

None.

7 **Conclusion**

The Committee is requested to consider and comment on the Strategy.

8. **Appendices-** 'A' Corporate Procurement Strategy.

9. **Background Papers**

None.

Council Procurement Strategy

(2012 -2015)

DRAFT

Foreword

The launch of this three year strategy is a good opportunity to meet the challenging times ahead. More than ever before, public sector finance is under significant pressure and procurement has a critical role to play in meeting the priority needs of the community within reduced resources.

The Council's aim is to promote effective procurement across the whole organisation using innovative, sustainable and modern procurement practices, harnessing a culture of continuous improvement, whilst remaining flexible to a rapidly changing environment and new models of and partnerships in the delivery of services.

This Council Procurement Strategy sets out the objectives to be achieved and the framework within in which procurement will work to deliver value for money across services and contribute to the achievements of the Council's priorities.

This strategy recognises that the procurement of goods, works and services has a major impact on businesses of Slough and employment opportunities, and that new commissioning models are coming to the fore, from collaborative and strategic partnership arrangements, to the devolution of budgets to communities and individual residents.

This strategy also sets out the programme of improvement, to ensure high standards of procurement are achieved and sustained. The Council's Contract Procedure Rules have been revised and amended to effectively align with other key policy and procedural documents. The Council's Procurement Operating Procedures also provide for increased assurance, providing new practice guidance to Council officers who procure goods, services and works.



Councillor Arvind Dhaliwal, Commissioner Performance and Accountability

1. Introduction

- 1.1 Procurement is an essential vehicle to enabling the Council to full fill the responsibility to provide cost effective and efficient services, which deliver the Council's priorities.
- 1.2 A comprehensive procurement strategy is fundamental to ensuring that best value services are provided to residents and continuous improvement is achieved, both in the quality and outcomes of services. Good procurement embraces the whole supply chain from identifying need to procure through contract monitoring and

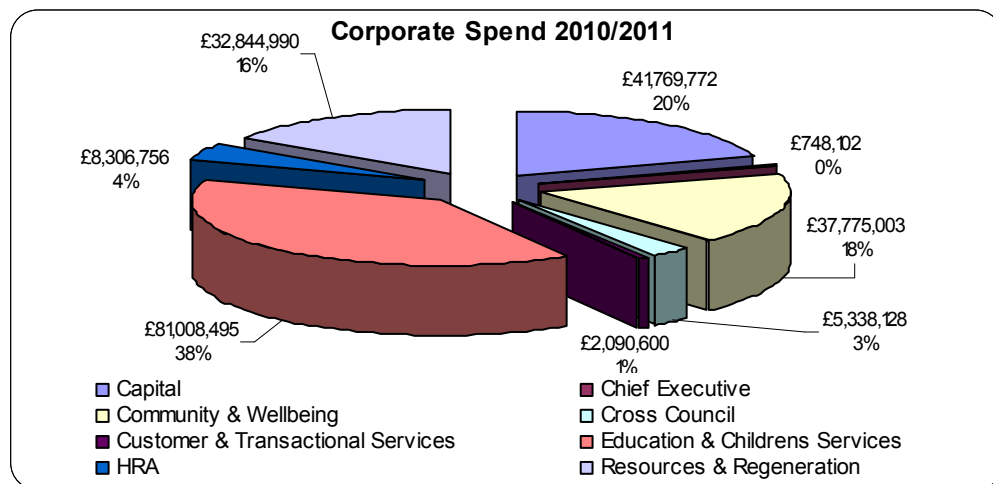
management arrangements, and is a prerequisite to delivering effective commissioning intentions.

- 1.3 During 2011 the Council restructured the Corporate Procurement Team to build new capability into the procurement function. This has enabled a review of the Council strategic approach and the identification of key improvements to be made in procurement practice, as set out in this *Council Procurement Strategy 2012-15*
- 1.4 This new strategy aims to promote effective procurement, across the whole organisation. The strategy provides a clear strategic framework for procurement over the next three years, applicable to all revenue and capital resourced programmes.
- 1.5 This strategy strikes a balance between setting out the procurement principles and objectives of the Council with the improvements to be made to systems and processes that support the achievement of these objectives.
- 1.6 This strategy reflects the statutory requirements upon the Council and builds on the work already undertaken to meet best practice outlined in the National Procurement Strategy for Local Government and England. This requires councils have a “clear procurement strategy at a corporate level”, a strategy that makes “the relationship of procurement to the corporate priorities, workforce development, diversity and equality and sustainability”.
- 1.7 This strategy also incorporates recommendations from the Glover Report (2008), promoting effective competition by small and medium sized enterprises in Council procurement activity, through proportionality and transparency, and sustainable procurement outcomes. Importantly it addresses improvements as recommended in the Councils Annual Assessment 2011.
- 1.8 This strategy is supported by revised *Contract Procedure Rules* and new *Procurement Operating Procedures (POP)*, which define the processes and practices to be followed by all Council staff involved in procurement of goods, services, and works.

2. Strategic Scope

- 2.1 The Council Procurement Strategy supports the delivery of key priorities set out in the Sustainable Community Strategy, the supporting needs assessment of which can be found in the Joint Strategic Needs Assessment. The priorities are:
 - Economy and Skills
 - Health and Wellbeing
 - Regeneration and Environment
 - Housing
 - Safer Slough
 - Community Cohesion (cross cutting theme)

- 2.2 Works and services purchased to deliver the Councils strategic priorities and statutory duties include housing improvements and regeneration; transport and road infrastructure; maintenance and refurbishment of community centres, parks, leisure services; disposal of capital assets; delivery of environmental services and the range of community support, community safety and care services; and utilities and goods used by the Council. In this respect the strategy encompasses the use of both revenue and capital resources.
- 2.3 In 2011/12 the Council procured £179,881,846 on works, goods and services from companies and organisations external to the Council.



Data taken from Accounts Payable Extract and exc VAT

- 2.4 Over the next two to three years this value is anticipated to increase, as the Council continues to explore new service models to deliver services more effectively and efficiently, and responds to changing government policy in key service areas such as schools. The Council's objective is to deliver improved service outcomes and cashable savings where possible in order to sustain local public services.
- 2.5 The Council's Procurement Strategy, therefore, is integral to the delivery of the Council's three year Spending Plan, and supporting strategies. Supporting strategies include the Capital Asset Strategy, Transactional Services Strategy, and service specific strategies relating to both universal and targeted provision provided to local residents.
- 2.6 Procurement should also be undertaken in conjunction with the Council's Risk Register, Business Continuity Plan, Workforce Plan, Partnership Register and agreed project management and annual business planning processes.

3. Vision and Objectives

3.1 The Council's vision is to provide:

"Reliable and responsive quality services, that deliver the most cost effective and efficient solutions to achieving the Council's Sustainable Community Strategy priorities and continuous improvement within reducing financial resources".

3.2 The Council will achieve this vision through effective leadership, consistently high standard of procurement practice, the use of innovative commissioning approaches and procurement techniques, and the application of sustainable, commercial and financial solutions.

3.3 The Council's objectives are that procurement will:

- Promote the Council's aspirations to achieve sustainable solutions, local economic and social development, environmental management and equality and diversity.
- Effectively deploy the Councils resources to deliver best value outcomes for local residents supported by whole life costing and benefits and effective contract management and monitoring.
- Facilitate transformational change across the Council and in services commissioned, to support the commitments set out in the Council's spending plan and achieve cashable and non cashable benefits through improved sourcing, new service models and market development.
- Ensure customer focussed approaches, engaging with residents, stakeholders and suppliers, to promote collaborative partnerships and innovative solutions.
- Undertake all procurement activity within the Council's agreed procurement framework and comply with procurement legislation, Council procedures, ensuring probity, transparency, openness, accountability and fairness.

3.4 Procurement arrangements in this context need to be enhanced and developed. Future arrangements will build on achievements to date, best practice and lessons learned and promote sustainability.

3.5 Future arrangements will also build on the internal capacity and capability across the Council. By introducing more effective processes and procedures, accompanied by the deployment of sound project and performance management, and by making best use of e-management solutions and management information and the skills of the workforce, the Council's capability to achieve improved outcomes through procurement will be increased.

4. Achieving Our Objectives

- 4.1 The Council is committed to delivering value for money for the residents of Slough through the services it procures and in its procurement decision making processes.
- 4.2 The Council will achieve this by:
- Promoting sustainable procurement options
 - Putting value for money at the centre of procurement
 - Improving outcomes through efficient procurement
- 4.3 Sustainable procurement is essential to the economic regeneration of the Town, to enhance job opportunities for local people, and ensure services meet local need. "Promoting sustainable procurement" is therefore a priority objective of this strategy.
- 4.4 Commitment to achieving value for money and the most effective use of taxpayer resources in all procurement decisions is at the centre of this strategy. The Council will apply "value for money" thinking to challenge the way services are currently provided and by whom, to the design of future services, to the provider models for the delivery of services and to the service and contract requirements.
- 4.5 The Council also recognises the importance of building on current successes and implementing further improvements in the way we organise and manage procurement to maximise the contribution that procurement can make to the Council's performance and efficiency.
- 4.6 This strategy therefore sets out the improvements the Council will make to ensure that procurement arrangements, procedures, and practice achieve the best and most effective use of Council resources, though:
- Strong governance
 - Fit for purpose organisational structures
 - Effective procurement planning
 - New procurement procedural rules and tools
 - Consolidation of corporate contracts
 - Collaborative partnership approaches
 - Effective use of procurement techniques
 - Improved performance management
 - Increased use of e- procurement and e-management systems
 - Skilled workforce

5. Sustainable Procurement

- 5.1 Sustainable Procurement is best practice. It is the means by which the Council will meet the needs for goods, services, works and utilities to at achieve 'value for money' on a whole life basis, and in so

doing generates benefits not only to the Council, but also to the local economy, with minimal damage to, or by improving the environment.'

5.2 The Council has been working to achieve the five levels on the National Sustainable Procurement Strategy's Flexible Framework (Appendix 1) and is developing a sustainable procurement policy which will ensure that environmental considerations are included in all procurements where possible and practicable. These environmental considerations include reduction in carbon emissions.

5.3 The key elements of sustainable procurement are:

- Economic Regeneration and Social Development
- Environmental Management
- Equality and Diversity

5.4 Economic Regeneration and Social Development

5.4.1 The Council is a significant spending organisation in the Borough, and the more money that is spent locally, the greater the positive impact this will have on the local economy and the creation of jobs for local people.

5.4.2 While procurement legislation in many ways limits the Council's ability to favour local businesses, the Council will continue to enhance and promote opportunities through a number of measures to promote the economy of the Town and employment for local residents, where possible. The Council is already a signed member of the Berkshire concordat for SMEs.

5.4.3 During 2011/12 the Council attracted new organisations to the area, notably through the tender of the Council's transactional services, and created the environment for economic development whereby the Council incorporated the generation of '*local jobs for local people*' within procurement decision making. This is a measure that will be encouraged where appropriate in tenders going forward.

5.4.4 The Council will also continue to work collaboratively with the largest companies in the Town, to promote skills development and access to work through apprenticeship and job creation schemes, benefiting local young people.

5.4.5 In addition the Council will continue to take measures that legitimately support opportunities for local businesses to compete in the market. These include:

- Pro-actively supporting economic development and regeneration, through for example the Heart of Slough regeneration programme and town centre development.
- Local supplier forums and engagement events, that inform suppliers of the Council's strategic and commissioning intentions, how best to do business with the Council and to receive feedback.

- Proportionately in tender and contract documentation and processes, where it is appropriate to facilitate competition from local companies, small and medium sized enterprises, and the voluntary and community sector.
- Support the work of the Chamber of Commerce, encouraging and enabling SME's to compete and develop.
- Using purchasing cards to procure low value good through local outlets.

5.5 Environmental Management

- 5.5.1 The Council's approach to sustainable procurement reflects the priority commitment to the environment in which we live.
- 5.5.2 The Council believes that procurement can be integral in delivering more sustainable environmental outcomes and is committed to ensuring that services are delivered in a way that protects the quality of the environment and minimises adverse impact on community well-being.

5.5.3 The Council will:

- Promote opportunities to recycle construction and building materials during the disposal of assets to ensure value for money and reduced adverse impact on the environment.
- Encourage contractors to reduce all unnecessary waste, re-use and to recycle wherever possible.
- Welcome new developments and innovation by contractors to reduce waste, energy and water consumption; to only use raw materials where possible from renewable resources and to support economic sustainability.
- Consider the costs and benefits of environmentally- friendly goods and services, including minimising 'procurement miles'
- Include criteria to support sustainable options in the criteria used for tender evaluation, and where applicable all new contracts will be awarded with sustainability as an important element of the award criteria, including how suppliers will reduce carbon emissions when delivering contracts.
- Update contract documentation to include a clause within the terms and conditions of contracts stipulating that contractors must undertake services in accordance with the environmental good practice and provide any reasonable request for data in relation to environmental matters.

5.6 Equality and Diversity

5.6.1 Slough Borough Council is committed to ensuring equality of access to all, for all of our services. The Council will ensure that due consideration is given to equality and diversity standards and objectives in all products and services purchased and procured.

5.6.2 The Council will continue to form links with 'hard to reach' groups and ensure that equality or diversity impact assessments are clearly understood before decisions are made.

5.6.3 The Council will:

- Encourage third sector, and SME's to participate in its supply chain.
- Adhere to the principles contained in the Compact Code of Good Practice for Funding and Procurement, to which the Council has signed that their principles are understood by its workforce and reflected in procurement practice across the Council.
- Promote equality in all procurement activities and ensure that suppliers of services procured to the benefit of local residents demonstrate a commitment to equality in the contract selection process and comply to UK equalities legislation in the delivery of services.

Equalities legislation includes:

The Human Rights Act 1998, Disability Discrimination Act 1995, Disability Discrimination Amendment Act 2005, Employment Equality (Age) Regulation 2006, Employment Equality (Religion or Belief) Regulation 2003, The Employment Equality (Sex Discrimination) Regulations 2005, Employment Equality (Sexual Orientation) Regulation 2003, Equal Pay Act 1970 (Amended), Equality Act 2006, Gender Recognition Act 2004, Race Relations Act 1976, Race Relations Amendment Act 2000, Race Relations Act 1976 (Amendment) Regulation 2003, Racial and Religious Hatred Act 2006, Sex Discrimination Act 1975, The Sex Discrimination (Gender Reassignment) Regulations 1999.

6. Putting Value for Money at the Centre of Procurement

- 6.1 Achieving value for money for local residents is at the centre of the Council's work and underpins the Council's three year Spending Plan.
- 6.2 Putting value for money at the centre of decisions is important throughout the strategic procurement process. Challenge to the ways services are currently provided, and by whom, option appraisals of future service delivery, service specifications, and contract outcomes should demonstrate value.
- 6.3 The Council is embracing value for money in many of its key decisions including the Council's transformational change programme where new options for service delivery, of services and functions traditionally provided directly by the Council, have been explored and have through competitive section processes are delivering better value. The Strategic Partnership with Essex County Council for the delivery and expansion of local library services is one such example.
- 6.4 This change programme will continue over the next three years. Included are new arrangements for "back office" Council support services and collaborative commissioning or shared service arrangements with other local authorities.
- 6.5 As the use of capital funding for construction, buildings and highways is the largest area of council expenditure, developing new ways of working to achieve best value is also a high priority for the Council, with partnering options being explored such as the use of Local Authority Backed Vehicle routes.

6.6 The principles underpinning the Council's VFM approach are:

- Balancing quality and cost of services
- Delivering cashable and non cashable benefits
- Managing demand and responding promptly and effectively to service and citizen requirements
- Minimising over head costs of the Council and in the contract value of the services procured
- Ensuring efficiency in transactions including consolidation
- Valuing innovation and creativity
- Increasing commercial capability
- Appraising options: benchmarking, market testing, peer review
- Identifying the best value model, to include consideration of social enterprise, employee but out.
- Ensuring assessment and inclusion of lifetime costs for all Capital related programmes
- Using competition to obtain best value
- Commissioning in collaboration with other organisations
- Maximising economies of scale through new strategic partnerships, ICT options.
- Knowing the outcome, though effective performance monitoring and outcome focused contractual management.

7. Improving Outcomes through Efficient Procurement

7.1 Strong Governance

7.1.1 The Council's governance framework for procurement is as follows:

- Leadership is provided by the relevant Cabinet Member(s).
- Executive and public accountability and transparency is through Cabinet and Scrutiny Committee(s).
- The Council Procurement Programme Board ensures oversight and sign off of all procurement business cases and milestone activity.
- Gold Projects, which are programmes of high significance, complexity and value, report to the Corporate Management Team.
- Project sponsorship, strategic leadership and project management accountability is through the relevant Strategic Director senior management team and directorate project board arrangements.
- Directorates are responsible for identifying contracts to be re-tendered and new procurement opportunities within the Councils spending plan and monitor progress and outcomes through monthly budget monitoring and business planning processes.
- Standing orders, financial and procurement procedural rules provide the 'directions' for consistent decision making and processes to be complied to by all officers of the Council.

- 7.1.2 The Council's central contracts register will be held, maintained and overseen by the Corporate Procurement Team. The Team will also be responsible for monitoring and updating the Procurement Strategy and Procurement Operating Procedures (POP) and Rules.
- 7.1.3 A cross functional Procurement Group will be established with representatives from each Directorate to improve coordination of procurement activity and promote consistently high quality procurement practice across all service areas.
- 7.1.4 Contract and procurement activity and functions are included in the Council's Annual Audit Plan.

7.2 Fit for Purpose Organisational Structures

- 7.2.1 During 2011 the Council restructured the Corporate Procurement Team to build new capability into the procurement function. This has enabled a review of the Council strategic approach to procurement and supporting procedures, the establishment of central contract register and delivery of cashable savings through consolidation of corporate supplier contracts and specialist advice and support to service directorates' procurement activity.
- 7.2.2 The Corporate Procurement Team is a central resource providing procedural rule assurance and oversight, best practice advice, and leadership and specialist procurement support to major procurement programmes, and to procurement functions and activity undertaken within service directorates. The role of the team is to:
- Identify aggregation opportunities across corporate contracts for the purchase of common goods and services on behalf of all service areas.
 - Lead corporate contract tendering to deliver cashable and non cashable benefits to the Council.
 - Inform strategic procurement thinking, advising Directorates of the best fit procurement models to achieve the maximum benefit.
 - Develop a common overall sourcing strategy and other models to maximise leverage on key contracts.
 - Provide advice and guidance to service areas to promote consistent procurement standards of practice, and develop procurement capacity across the council.
 - Provide support in the customer supplier relationship to facilitate innovation and positive resolution.
 - Work collaboratively with service Directorates to ensure adherence to law, regulations, and procedural rules to safeguard the Council.
 - Oversee the quality of Sustainability and Diversity & Equality impacts in tendering arrangements, and provide quality assurance checks at key points in the procurement pathway.
 - Develop procurement performance improvements and performance measures. This will include maintaining the central contracts register and providing management information to service areas.
 - Identify opportunities for collaboration with other public bodies
 - Support the activities of Thames Valley Procurement Forum (TVPF) to the benefit of the Council.
 - Review and update the Council's Procurement strategy, policies and procedures

7.3 Effective Procurement Planning

- 7.3.1 Effective planning of procurement activity is essential to ensuring:

- strategic procurement opportunities are maximised,
- best value is achieved,
- services optimise the supply of all necessary goods and services,
- workforce resources are appropriately allocated and deployed to the procurement process,
- risks are planned for and managed
- programmes complete in time and resource
- assurance is provided to the Council.

7.3.2 Strategic procurement activity will be planned over a three year cycle in line with the Council's three year Spending Plan (Medium Term Financial Forecast), supported by the Directorate business plan. This will include the three year re-tendering programme of existing contracts, generated and owned by each directorate to ensure timely review of service options and delivery of re-commissioning programmes in line with procurement rules.

7.3.3 The Council requires the following characteristics are evident in procurement programmes:

- Clear option appraisal and business case, and risk management plan
- Robust project management approach to include project plan, ensuring realistic resources, timescales and targets to deliver goods, works and/or services are set and agreed, and communications with client, customer and other stakeholders are informative and effectively manage expectations.
- Demand management and outcome focussed documentation, ensuring the outcomes desired and being achieved through the contract are clearly stated, measurable and meet the needs of local residents and objectives of the Council.

7.4 Procurement Rules, Procedures and Tools

7.4.1 All revenue and capital procurement activity will operate within a strategic framework of the Council Procurement Strategy, Contract Procedure Rules and Procurement Operating Procedures.

7.4.2 Whilst the actual procurement process (Open, restricted, negotiated, competitive dialogue) will depend on the required outcomes, in all activity officers will comply with the procedures.

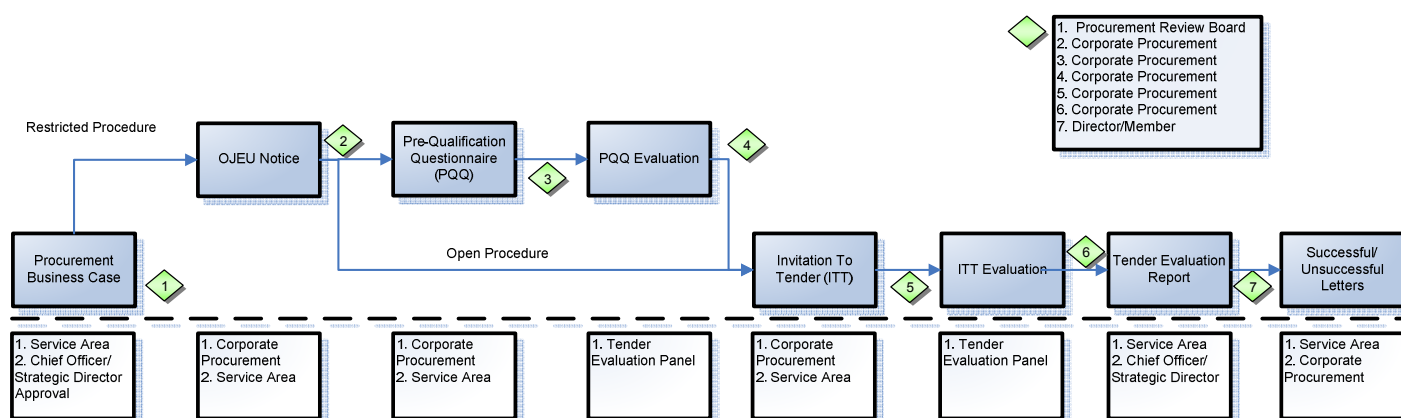
7.4.3 In January 2012 the Council revised the Contract Procedure Rules and made a number of important improvements. This included improved alignment of the Rules to the Financial Procedure Rules of the Council. It also explicitly details the processes around the exemption process, clearer details regarding consideration to the aggregation rules relating to Letters of Intent and reference to the signing and sealing of contracts.

7.4.4 The Council has also introduced with this strategy new operating procedures and guidance to staff. The principle improvements made as a result are a user friendly up to date procedure manual providing guidance on the procurement processes and compliance with the Councils and constitution and Public Procurement Regulations, a revised compliant procurement toolkit providing up to date documentation for obtaining quotes, competitive tendering and evaluation. Additional assurances are provided to the council using “gateway reviews” at every key point in the procurement process. These are illustrated in the diagram below.

7.4.5 The Council will undertake debriefing sessions post procurement process on selected tenders to identify lessons learnt and inform wider Council practice.

7.4.6 These procedures will be reviewed and revised annually.

Gateway Assurance Reviews:



7.5 Consolidation of Corporate Contracts

7.5.1 The Council will continue to identify opportunities to achieve best value through consolidation of contracts and increased economies of scale, through its Corporate Procurement function.

7.5.2 There will be many services and suppliers for which consolidation will not be an appropriate approach to deliver the outcomes the Council is striving to achieve for local residents. For others however, consolidation achieves most effective use of the Council resources. For example facilities, utilities and suppliers that support Council back office business.

7.5.3 The negotiation of quantity-based deals and reduction in costs has achieved the council cashable efficiencies in 2011/12. Plans are in place to deliver an additional £750k between 2012-2014. Examples of consolidation include Mobile Telephony, Siebel Support and printing services.

- 7.5.4 Over the next three year the Council will consider the consolidation benefits for Temporary Agency Staff, Fixed Line Telephony and IT Hardware and Software.

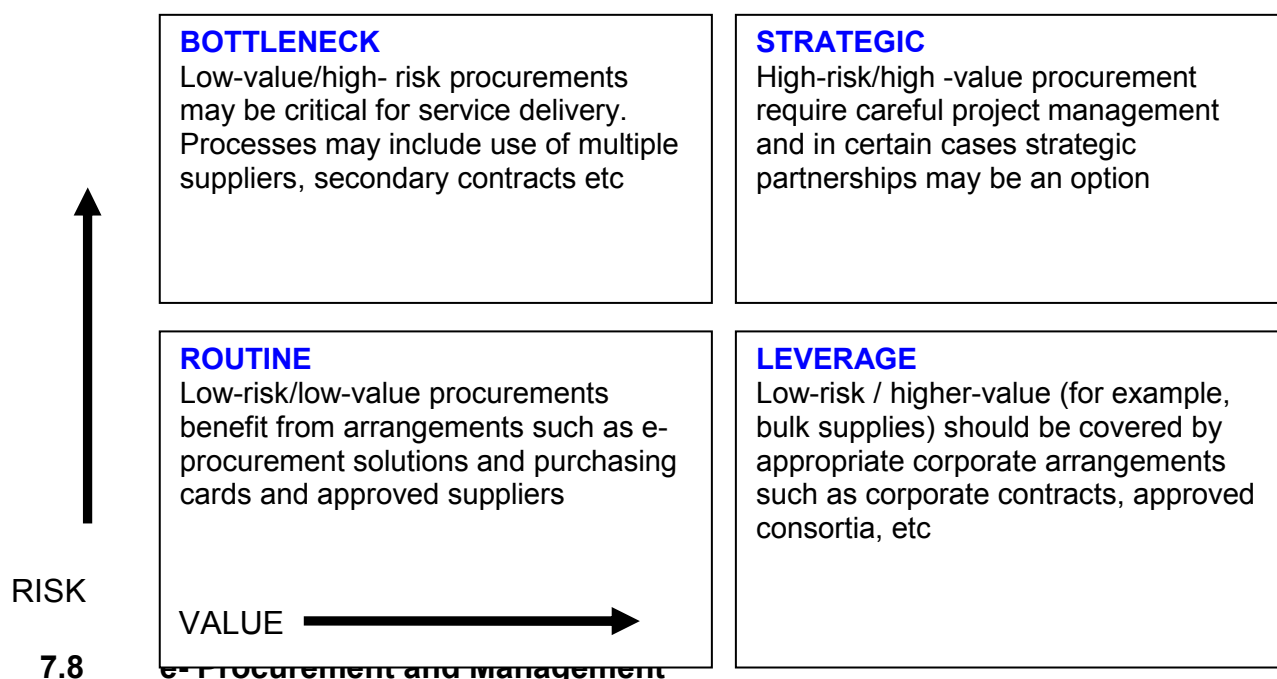
7.6 Collaborative Partnerships

- 7.6.1 The Council will seek opportunities to achieve value for money by working collaboratively with other councils or partner organisations. This will be in the commissioning of services and shared service delivery arrangements.
- 7.6.2 Memorandum of Undertaking and Section 75 agreements are examples of the type of “contractual” agreement that will be in place between the partners to secure clear understanding of the relationship, and to support the management of risk, resources and governance.
- 7.6.3 Through the Council’s new approach for previously grant funded services and projects, the Council is encouraging new partnership arrangements between third sector organisations to deliver maximum efficiencies and outcomes through reduced back office expenditure and service integration.
- 7.6.4 The Council will deploy the most appropriate arrangement in line with the Councils Partnerships policy and procedures. Partnership arrangements and supporting agreements will be reviewed and audited within the Councils audit plan.

7.7 Effective Use of Procurement Techniques

- 7.7.1 The choice of procurement method will be dependent on the strategic importance, the value of the goods, services or works, and the potential risk associated with each procurement option.
- 7.7.2 Different procurement options will be suitable for different goods and services and will involve undertaking different practical steps and underpinning agreements to achieve the desired outcome.
- 7.7.3 The Council will seek to:
- Minimise lifetime costs of goods, works and services whilst continuing to meet the Council’s needs for quality, timeliness and contractual protection.
 - Identify opportunities for quantity-based deals and reduction in the number of suppliers used for the same goods / services across the Council to achieve more advantageous rates based on increased economies of scale.
 - Develop the ‘strategic sourcing’ approach and ‘category management’ approach to key areas of spend.

7.7.4 The diagram below provides the risk/value model to guide procurement routes decisions



7.8.1 Slough Borough Council acknowledges the importance of e-procurement to reducing transactional costs for both the council and its suppliers. The Council adopts:

- Purchase-to-pay' using Oracle i-procurement and Oracle Purchasing. This e-procurement application provides 'requisitioners' with both catalogue and non-catalogue purchasing and authorisation facility, for all supply and contractual
- Purchasing cards, to reduce transaction costs particularly for reactive 'emergency' purchasing and spot purchases for low value goods.
- Bespoke options to support specific areas of the Council business. For example CM2000 call monitoring system is used across the external home care provider contracts to measure 'actual care time' delivered for payment ratification, and quality indicators such as continuity of carer and timeliness of delivery.

7.8.2 In addition the Council is piloting an e-procurement portal for the tender of both revenue and capital programmes to achieve the following benefits:

- Greater engagement between procurement and tenderers
- Compliance to transparency agenda
- Ability to engage more fully with SME's and local suppliers
- Secure, best practice procurement
- Secure exchange of tender documents

7.9 Skilled Workforce

7.9.1 The Council's aim is three fold:

- Staff are trained to a level that meets the competencies required for their role and responsibilities to procure.
- Effective and efficient procurement and contract management practice is in line with regulations and procedural rules and consistently evident across the Council.
- Specialist procurement skills are deployed as 'advisory agents' for procurement practice and targeted to specific programmes of work.

7.9.2 Core training will be mandatory for top tier, second and third tier officers and other officers for whom procurement activity is relevant to their post. Workforce development and training for staff will include:

- Procurement training
- New to PQQ's
- Tender Template Training
- Financial modelling
- Tender Evaluation Training
- Competitive dialogue and negotiation techniques

7.10 Improved Performance Management

7.10.1 The Council's goal is to procurement quality services tailored to the local needs to deliver sustainable outcomes and value for money. To measure our progress we have developed the following performance indicator scorecard.

How will we measure our progress

Economic	Procurement Practice
<ul style="list-style-type: none"> ▪ Year on year savings, cost avoidance and process efficiencies ▪ % spend with SME's ▪ Number of local SME's submitting pre-qualification questionnaires in response to Council Contract Opportunities 	<ul style="list-style-type: none"> ▪ Number of purchasing business cases received and approved ▪ Number of Exemption Business Cases received and approved ▪ Value of procurement expenditure transacted electronically (i-procurement & purchasing cards)
Social	Environmental
<ul style="list-style-type: none"> ▪ % of contract with a Total Value exceeding £1m that include a social clause (e.g. contractor required to take on a number of apprentices or recruit a number of long term unemployed) 	<ul style="list-style-type: none"> ▪ % of contracts where environmental considerations are included in contract award (weighting 15% or more)

7.10.2 The Council's three year high level plan, to achieve the objectives of this strategy is as follows:

By the end of 2012-2013	<ol style="list-style-type: none"> 1. Achieve at least £150K of efficiency through procurement activity 2. Implement and embed the new Procurement Operating Procedure and toolkits 3. Ensure that there are an increased number of corporate contracts 4. Provide the procurement expertise and support required to deliver the future service delivery models of the council 5. Support Service Areas to develop 3 year procurement programme 6. Enhance monitoring of spend 7. Decrease the number of invoices where numbers exceed 100 per annum 8. Rationalise the Supply Base 9. Implement a Preferred Supplier list for local SME's 10. Provide training on EU regulation changes (where known)
By the end of 2013-2014	<ol style="list-style-type: none"> 1. Achieve at least £750,000 of efficiency through procurement 2. Maintain a delivery plan to forecast procurement workload and projects
By the end of 2014-2015	<ol style="list-style-type: none"> 1. Continue to maximise efficiencies through procurement

7.10.3 In addition the Council will develop a detailed one year plan at the beginning of each financial year to set out the key actions and measures to be taken in the following financial period.

7.10.4 The detailed plan for the first year, 2012-13, of this strategy is set out in Appendix 2 of this document. This plan includes actions to:

- Increase procurement efficiencies and cost reduction
- Improve procurement performance and practice
- Improve strategies, policies and procedures
- Develop the workforce

Appendix 1

Local Government Sustainable Procurement Strategy

The Flexible Framework	Foundation Level 1	Embed Level 2	Practice Level 3	Enhance Level 4	Lead Level 5
People	People Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement is included as part of a key employee induction programme. Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.
Policy, Strategy and Communications	Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisation's EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.
Procurement Process	Process Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or

	sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	is in place. A life-cycle approach to cost/impact assessment is applied	penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.
Engaging Suppliers	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involved.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisation's sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.
Measurements & Results	Key sustainability impacts of procurement activity have been identified.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain.

Appendix 2

Action Plan 2012-2013

Procurement at Slough Borough Council needs to undertake some changes in its procurement arrangements to build on previous Procurement strategies.

Item No.	Objective	Action	Target Date	Responsibility
1	VFM contracts achieving £150,000 cashable savings	Competitive tendering of a number of corporate contracts including Fixed Line Telephony and Temporary Agency Staff	March 2013	Corporate Procurement & Directorate Senior Management Teams
2	Up to date and user friendly Procurement Operating Procedure adapted and adhered to across the authority	Review, update and publish Procurement Operating Procedure	30/03/2012	Corporate Procurement & Directorate Senior Management Teams
3	Standardised and up to date Procurement toolkit to deliver best practice policies, procedures and processes	Review, revise and implement sourcing toolkit, templates and guidance documents.	28/02/2012	Corporate Procurement Department
4	Understand whole category spend and identify appropriate procurement strategies	Work with Service Areas to identify and agree procurement strategies for all key areas of spend. Perform detailed analysis of spend in area's to identify the following: <ul style="list-style-type: none"> ▪ Services currently being provided ▪ Contracts that are already in existence ▪ Needs analysis ▪ Gaps in provision ▪ Demand not being met 	Sept 2012	Corporate Procurement Department

Item No.	Objective	Action	Target Date	Responsibility
5	Monthly spend monitoring per directorate reports for Corporate expenditure	Monthly reports to include: <ul style="list-style-type: none"> ▪ Mobile Telephony ▪ P-Card Expenditure ▪ Fixed Line Telephony 	Monthly	Procurement & Contracts Analyst
6	Maintain an understanding of contractual commitments made without procurement involvement.	Take a proactive role to provide specialist advice on procurement and contract management for all contracts awarded or renewed. Ensure tender submission register is received from Democratic Services	Monthly	Corporate Procurement Department and Directorate Senior Management Teams
7	Manage non contracted contract expenditure	Monitor and act upon non compliance to corporate contracts Identify opportunities for new corporate contracts Identify areas for increased collaborative procurement with other public bodies, including both local authorities and other local "partners"	Ongoing Quarterly via Thames Valley Procurement Forum	Corporate Procurement Department and Directorate Senior Management Teams
8	Provide training programme across the Council to ensure best practice procurement and contract management.	Identify areas of education and training required for senior managers/Procurement officers across the council	Beginning 21/03/2012	Corporate Procurement Department
9	Decrease the number of invoices where Number of invoices exceeds 100 per annum.	Identify all supplier invoicing over 100 per annum	Ongoing	Corporate Procurement Department
10	Maintain a central contracts register	Identify all silo contracts registers and	Ongoing	Corporate Procurement

Item No.	Objective	Action	Target Date	Responsibility
		consolidate into single register		Department and Directorate Senior Management Teams
11	Develop a sustainable procurement policy for the Council which ensures that environmental considerations are included in all procurements where possible, practicable and value for money can be demonstrated. This includes the development of suitable specification documentation, appropriate pre-tender, tender evaluation criteria and contract conditions	Ensure this is incorporated into the Procurement Operating Procedure and tender documentation and practice	31/03/2012	Corporate Procurement Department and Directorate Senior Management Teams
12	Maintain a delivery plan to forecast procurement workload and projects	Utilise departmental service plans to identify procurement activity	Monthly	Corporate Procurement Department and Directorate Senior Management Teams
13	Maintain and report Procurement KPI's to measure performance across the council	Identify KPI's for inclusion on the balanced scorecard	Quarterly	Corporate Procurement Department
14	Rationalise supplier base	Identify areas of expenditure where goods/works/services can be amalgamated	30/09/2012	Corporate Procurement Department
15	Preferred Supplier List for Local SME's	Via Thames Valley Chamber of Commerce engage with SME's to formally procure a Preferred Supplier List for minor works	30/09/2012	Corporate Procurement Department
16	Effective and value for money procurement mechanisms for recurrent buildings, building repairs and construction works	Procure and implement framework agreements for building, repair and construction contractors	31/12/12	Corporate Procurement Department

Appendix 3

2. Definitions

“Benchmarking” The process of comparing business processes and performance measures to industry bests and/or best practices from other industries. Dimensions typically measured are quality, time and cost.

“Best Value” Best Value is government policy in the United Kingdom affecting the provision of public services in England and Wales. Best Value was introduced in England and Wales through the 1999 Local Government Act. The range of activities affected includes almost all local authority functions, including Procurement.

“Cashable Savings” A category of financial savings achieved through incurring costs less than that of the budget available.

“Category Management” A supply management concept in which the range of products purchased is broken down into groups of similar or related products. Category Management is a systematic, disciplined approach to managing a product category strategically.

“Contract Management” can be summarized as the process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk. It includes negotiating the terms and conditions in contracts and ensuring compliance with the terms and conditions, as well as documenting and agreeing any changes or amendments that may arise during its implementation or execution.

“Contract Monitoring” is the regular process of evaluating a supplier’s performance against measurable service deliverables / performance indicators and verifying compliance with the specification and terms and conditions of the contract

“Cost Avoidance” A category of financial savings achieved through avoiding expenditure by identifying a better value for money solution through effective procurement processes

“e-procurement” (electronic procurement) is the business-to-business purchase and of goods, works and services through the Internet as well as other information and networking systems, such as Electronic Data Interchange and Enterprise Resource Planning.

“EU Procurement Directives” A set of directives that set out the legal framework for public procurement. They apply when public authorities and utilities seek to appoint suppliers to deliver goods, services or works that exceed specified monetary thresholds.

“i-Procurement” The system that should be used if goods or services are being purchased. This involves raising a requisition to create a

purchase order on the Oracle internet procurement system, or using a purchasing card.

“OJEU” (Official Journey of the European Union) When contracts for works, goods and services exceed a specified threshold value, local authorities and other public organisations must advertise their details in this publication, calling for expressions of interest.

“Process Efficiency Savings” A category of savings achieved through seeking out and implementing improved processes and procedures that result in less time and resources being required to undertake a task or function.

“Procurement” the acquisition of appropriate goods and / or services at the best possible total cost of ownership to meet the needs of the purchaser in terms of quality, quantity, time and location.

“Procurement Cycle” The procurement process is cyclical and begins from the correct identification of a need (not a want) and flows through a number of stages which feedback into the next procurement cycle. This process includes development of a business case, development of a specification, selection of the most suitable procurement process, sourcing suppliers ensuring compliance with all relevant procurement regulations, assistance with contract development, active contract management and ongoing evaluation. Not all elements of the Procurement Cycle are the responsibility of Corporate Procurement. The Service area will be responsible for the preparation of the business case, producing a specification, contract development and ongoing contract management and evaluation.

“Purchase to Pay” (P2P) refers to the business processes that cover activities of requesting (requisitioning), purchasing, receiving, paying for and accounting for goods and services.

“Quality Management” The act of overseeing all activities and tasks needed to maintain a desired level of excellence. This includes creating and implementing quality planning and assurance, as well as quality control and quality improvement. It is also referred to as total quality management (TQM).

“Risk Management” The identification, analysis, assessment, control, and avoidance, minimization, or elimination of unacceptable risks.

“Service Delivery” The delivery of a service typically involves the following factors: The Service Provider, equipment required to provide the service, location of where the service is performed, the customer (SBC) at the service delivery location and the customer contact in receipt of the service. The Service area is responsible for monitoring the service delivery to ensure it meets the required outcomes and is usually carried out as part of Contract Monitoring

“SME” Small Medium Enterprises - a synonym for Small and Medium-sized Business (es).

“Specification” An explicit set of requirements to be satisfied by a material, product or service.

“Strategic Sourcing” the dynamic delivery of goods, works and services to ensure that business objectives are met.

“Supplier Relationship Management” (SRM) A comprehensive approach to managing an enterprise's interactions with the organisations that supply the goods and services it uses. The goal of supplier relationship management (SRM) is to streamline and make more effective the processes between an enterprise and its suppliers.

“Supply Chain Management” (SCM) The management of a network of interconnected businesses involved in the ultimate provision of products and services.

“Sustainable Procurement” Is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.

“Tender” A special procedure for generating competitive offers from different bidders looking to obtain an award of business activity in works, goods or service contracts. All purchases and / or contracts must be tendered where the total cost exceeds £50,000 as stipulated in the Council's Financial Procedure Rules.

“Total Contract Value” The expected total financial cost over the whole life of the contract, including potential contract extension periods.

“Value for Money” The optimum combination of whole life cost and quality (or fitness for purpose) to meet the customer's requirement

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee **DATE:** 6th March, 2012

CONTACT OFFICER: Teresa Clark, Senior Democratic Services Officer
(For all enquiries) (01753 875018)

WARD(S): All

PART I
FOR DECISION

**RECOMMENDATION OF THE HEALTH SCRUTINY PANEL- APPOINTMENT OF CO-
OPTED MEMBER**

1 **Purpose of Report**

To advise the Overview and Scrutiny Committee that at its meeting on 1st February, 2012, the Health Scrutiny Panel recommended that the membership of the Panel be amended to provide for the co-option of a member from the Slough LINK (non-voting).

2. **Recommendations**

The Committee is requested to endorse the appointment of a co-opted LINK member with immediate effect.

3. **Community Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and there are no Human Rights Act implications.

5. **Supporting Information**

The Council's Constitution provides that, "Each Scrutiny Panel may recommend to the Overview and Scrutiny Committee the appointment of Members or other persons as non-voting co-optees". In view of the number of changes to the National Health Service and public health reform it is thought pertinent that a Member of the Slough LINK be formally appointed to the Panel.

5.1 At its meeting on 1st February the Health Scrutiny Panel resolved:

"That the Health Scrutiny Panel recommend to the Overview and Scrutiny Committee that a member of the Slough LINK be appointed to the Panel as a non-voting co-optee".

In practice, the LINK have a number of Members who specialise in various aspects of health. It has been agreed that the LINK will nominate one Member to attend each meeting, having regard to the nature of the agenda.

6. **Background Papers**

Council Constitution.

Minutes of Health Scrutiny Panel-1st February, 2012.

OVERVIEW AND SCRUTINY COMMITTEE **WORK PROGRAMME 2011/2012**

Agenda Items	Final deadline for Reports	Agenda Despatch	Date of Meeting
Scrutiny Items <ul style="list-style-type: none"> Annual Scrutiny Report (Sarah Forsyth) – deferred from 6 March Performance and Finance Report (Julie Evans/Kevin Gordon) - including update on end of year appraisals completion rate Localism Act – update and consideration of implications for Slough - (Tracy Luck/Amanda Renn) Housing (Neil Aves) – availability, waiting lists and emergency housing process – 30 mins Parks and Open Spaces Strategy (John Rice) – to provide comment on proposed Strategy before it is considered by Cabinet. For Information Post-Implementation Review of Art @ the Centre Scheme (Gillian Ralphs/Roger Kirkham) Covert Surveillance –SBC Policy (Kevin Gordon) – (20 minutes) (Deferred from Feb) 	Wednesday 28th March 2012	Friday 30th March 2012	Tuesday 10th April 2012
Un-programmed items: <ul style="list-style-type: none"> Slough Learning Disability Change Programme 'Nothing About Me Without Me-' (GT?) New Council Tenancy Agreement (Ken Hopkins) (20 minutes) (Deferred from Feb) 			

Items for next municipal year:

- Indices of Deprivation (Foxborough) – first meeting of municipal year to set up understanding of how policies are developed using data e.g. Indices of Deprivation, with Foxborough as example.

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MEMBERS' ATTENDANCE RECORD

OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	07/06	12/07	13/09	11/10	15/11	06/12	17/01	13/02	06/03	10/04
Basharat	P	P	P	P	P	P	P	P		
Davis	P	P	P	P	P	P	P	P		
Haines	P	P	Ap	Ap	Ap	Ab	Ab	Ab		
M S Mann	P	P	P	P	Ap	P	P	P		
Minhas	P	P	P	P	Ap	P	P	P		
Munawar	P	Ap	P	P	P	Ap	Ap	P		
O'Connor	P	P	Ap	P	P	P	P	Ap		
Plenty	P	P*	P	P	P	P	P	P		
Smith	P	P	P	P	P	P*	Ap	P*		

P = Present for whole meeting
Ap = Apologies given

P* = Present for part of meeting
Ab = Absent, no apologies given

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