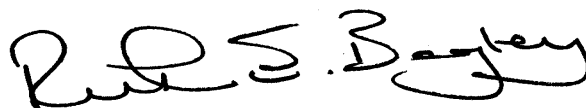


Date of issue: 02 March 2012

| | | |
|---|--|---|
| MEETING | CABINET | |
| | Councillor Anderson | Leader of the Council - Finance & Strategy |
| | Councillor S Chaudhry | Community & Leisure |
| | Councillor A S Dhaliwal | Performance & Accountability |
| | Councillor Pantelic | Education and Children |
| | Councillor Parmar | Environment & Open Spaces |
| | Councillor Swindlehurst | Neighbourhoods & Renewal |
| | Councillor Walsh | Health & Wellbeing |
| | Councillor P K Mann | Opportunity & Skills |
| DATE AND TIME: | MONDAY, 12TH MARCH, 2012 AT 6.30 PM | |
| VENUE: | FLEXI HALL, THE CENTRE, FARNHAM ROAD, SLOUGH, BERKSHIRE SL1 4UT | |
| DEMOCRATIC SERVICES OFFICER: (for all enquiries) | CATHERINE MEEK | 01753 875011 |

NOTICE OF MEETING

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



RUTH BAGLEY
Chief Executive

AGENDA

PART I

**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

| | | | |
|----|--|---------------------------|----------------|
| | Apologies for absence. | | |
| 1. | Declarations of Interest (Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct). | - | - |
| 2. | Minutes of the Meeting held on 14th February 2012 | 1 - 8 | - |
| 3. | Project, Performance and Financial Reporting 2011/2012 | 9 - 58 | All |
| 4. | Corporate Procurement Strategy | 59 - 98 | All |
| 5. | Review of Reserves and General Fund Balances | To | All |
| 6. | Old Town Hall Conversion to Primary School - Progress Report | Follow 99 - 104 | Chalvey |
| 7. | Proposal for Haymill Site - Including Haybrook College | 105 - 114 | Haymill |
| 8. | References from Overview and Scrutiny | To | All |
| 9. | Executive Forward Plan | Follow 115 - 120 | - |

PART II

EXCLUSION OF THE PRESS AND PUBLIC

10. It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).
11. Part II Minutes - Cabinet 6th February 2012 121 - 122 -

Press and Public

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

Note:-

Bold = Key decision

Non-Bold = Non-key decision



Cabinet – Meeting held on Tuesday, 14th February, 2012.

Present:- Councillors Anderson (Chair), S Chaudhry, A S Dhaliwal, Pantelic, Parmar, Swindlehurst, Walsh and P K Mann

PART 1

92. Declarations of Interest

None.

93. Minutes of the Meeting held on 23rd January 2012

The minutes of the meeting held on 23rd January 2012 were taken as read and signed by the Chair as a correct record.

94. Project, Performance and Financial Reporting for 2011/12

The Cabinet considered the Council's overall performance from delivery of service to financial management cover the period up to and including December 2011 against the Council's key areas of Gold projects, Performance Scorecard and revenue and capital monitoring position.

Resolved –

- (a) Project management – That the current reported status of each Gold Project be noted.
- (b) Performance Scorecard - That the performance issues identified and highlighted be noted.
- (c) Financial performance – revenue and capital
 - 1. That the current projected outturn position on the General Fund of an under spend of £2.578m be noted.
 - 2. That the Housing Revenue Account (HRA) reported a forecast under spend of £317k be noted.
 - 3. That the identified areas of risk and emerging issues be noted.

95. Medium Term Financial Strategy

The Cabinet considered the draft Budget/MTFS papers previously considered by the Cabinet on 12th December 2011 which reflected a cumulative deficit position of £2.2m across all years taking into account Cabinet decisions agreed.

Officers had obtained further clarity on complex funding arrangements and resulting service pressures and the resulting position as set out in the report showed a balanced budget across all four coming years.

Cabinet - 14.02.12

In addition to the agenda papers the recommendations of the Overview and Scrutiny Committee were tabled along with an updated capital programme 2012/13 to 2015/16. The Director of Resources and Regeneration made a detailed presentation on the MTFs. Cabinet members congratulated officers on the work that had been undertaken to present a balanced budget and noted that the adoption of a clear budget strategy had enabled the Cabinet to secure the successful achievement of manifesto commitments. The Director confirmed that the fire and police precepts would be confirmed at the end of the week and any detailed amendments that were required as a result of these precepts would be tabled at the Council meeting.

Members of the Cabinet asked a number of detailed questions about external and internal risks to the MTFs and measures in place to mitigate them.

Members considered the following recommendations of Overview and Scrutiny Committee which had been tabled:

- (a) That the Committee noted and endorsed the recommendations set out in the draft revenue & capital budget for 2012/13 and draft medium term financial strategy 2011/12 to 2015/16.
- (b) That Cabinet be requested to explore options regarding providing incentives / discount to individuals paying for their council tax bill by direct debit.

Cabinet members indicated that they were happy to support the recommendations of the Overview and Scrutiny Committee and requested that officers consider using the freedoms afforded by the Localism Act to best effect to offer discounts and maximise flexibility to individuals paying their council tax.

Resolved –

- (a) That the draft revenue & capital budget for 2012/13 and draft medium term financial strategy to 2015/16 be recommended to Council for adoption and approval on 21st February 2012.
- (b) That the HRA borrowings relating to ending of Government subsidy are noted and recommended to Council for approval on 21st February 2012.
- (c) That the senior officers pay policy is noted and recommended to Council for approval on 21st February 2012.
- (d) The revised Debt management policy be noted and recommended to Council for approval on 21st February 2012.

Cabinet - 14.02.12

- (e) That the recommendations of the Overview & Scrutiny Committee be noted and that initiatives to offer discounts and maximise flexibility to individuals paying their Council Tax be explored.
- (f) The revised Debt management policy be noted and recommended to Council for approval on 21st February 2012.
- (g) That the recommendations of the Overview & Scrutiny Committee be noted and that initiatives to offer discounts and maximise flexibility to individuals paying their Council Tax be explored.

The Chair agreed to reorder business to enable the income collection and debt recovery item to be taken as the next item.

96. Income Collection and Debt Recovery Policy/ Write Off of Irrecoverable Debt

The Cabinet considered a report seeking approval to a new Income Collection and Debt Recovery Policy for the Council and seeking approval to write-off various individual debts that have been proved to be irrecoverable.

Members welcomed Policy as it would ensure that a uniform approach was taken to the collection of sundry debts across the Council. Members noted the detail of the write offs that had been requested and that the external auditor was satisfied that the Council had acted with all due diligence in seeking to recover the debt. The Leader asked for information with regard to the percentage of debt that the council was able to recover and it was agreed that this would be provided to him and other members of the Cabinet.

Resolved –

- (a) That the Income Collection and Debt Recovery Policy be approved as set out in Appendix 1 of the report.
- (b) That the debts set out in paragraph 5.4 of the report be approved for write off.

97. Britwell Regeneration Scheme - From Concept to Reality

The Cabinet considered an update report on the progress on the delivery of Britwell Regeneration Scheme. The report also sought Cabinet approval to agree to appoint the design and build contractor as set out in the Part II report for two satellite sites.

In introducing the report the Interim Assistant Director of Environment and Regeneration requested, and it was agreed, that recommendations with regard to the contractor to be appointed for the Britwell Regeneration Housing contract be reported to the March Cabinet meeting.

Cabinet - 14.02.12

The Cabinet noted that a Part II report had been circulated on this item and agreed to take the item in Part I with no reference to the detailed Part II information being divulged.

Resolved -

- (a) That the progress reported at Appendix B be noted.
- (b) That the appointment of Thomas Sinden Ltd to construct the Britwell Community Hub and that work is due to commence by the end of February 2012 be noted.
- (c) That the interim Assistant Director Environment and Regeneration report back to Cabinet in March 2012 to seek the appointment of the preferred Developer for sites 2A and 2B of the Britwell Regeneration Scheme contract.
- (d) That the house building contractor for the Jolly Londoner and Old Britwell Library / Car Sales Satellite Housing Sites be appointed as recommended in the report in Part II of the Agenda.
- (e) That the interim Assistant Director Environment & Regeneration be authorised to appoint the house building contractor for the Newbeech Satellite Housing Site following consultation with the Commissioner for Neighbourhoods & Renewal.
- (f) That the progress being made with relocating shops from beneath Wentworth Flats and to relocate the Scouts & Guides on Kennedy Park be noted.
- (g) That a further progress report be made to the next meeting.

98. Adult Learning - Future Models

The Cabinet considered a report setting out proposals for a shared service with the Royal Borough of Windsor and Maidenhead to provide adult learning services. The report summarised the findings of the outline business case for the proposal.

The Commissioner for Opportunity and Skills introduced the report and Assistant Director Culture and Skills advised that economies of scale, flexibility, and the reduced management and administration costs that were associated with the shared service would enable the Council's to deliver the efficiency saving for adult learning in 2012/13 to 2013/14 with no loss of service. The Assistant Director set out the details of the costs that would fall to the council and the potential risks. Commissioners welcomed the proposal for the two authorities to work together in a more efficient manner and that Slough would be the lead authority.

Resolved –

- (a) That the Assistant Director for Culture and Skills, following consultation with the Commissioner for Opportunity and Skills, be authorised to implement the shared service with the Royal Borough of Windsor and Maidenhead with Slough as the lead authority, subject to there being no major changes to circumstances that significantly change the business case.
- (b) That the Assistant Director for Culture and Skills be authorised to notify the Skills Funding Agency of the intention to proceed with a shared service and seek their agreement to implementation.

99. Housing Revenue Account Setting 2012 - 2013

The Cabinet considered a report setting out the proposed 2012/13 annual rent in service charge rise to tenants which had been calculated in accordance with the Government's Housing subsidy determination released to local authorities on 1st February 2012. The report also detailed the proposals for other rents and ancillary charges used for specific elements of the Council's housing stock.

Resolved –

- (a) That the rent increase for 2012/13 be set according to the national rent restructuring formula, equivalent to an average increase of 7.64%. Para 5.1 to 5.10 refer.
- (b) That heating, utility and ancillary charges be increased by 5.6%, based on the September RPI figure used in rent setting. Para 5.13 refers.
- (c) That service charges be increased by 6.1%, being the RPI+0.5% uplift used for rent setting. Para 5.14 refers.
- (d) That garage rents be increased by RPI (5.6%). Para 5.12 refers.
- (e) That 'other committee' property rents be increased by 7.64% in line with the average increase of all housing properties. Para 5.11 refers.

100. National Health Service and Public Health Reforms

The Cabinet considered a report detailing the NHS and public health service changes which formed part of the Health and Social Care Bill, currently being considered by Parliament. The report sought agreement to a Shadow Health and Wellbeing Board and its terms of reference.

The Commissioner introduced the report and outlined the implications of the Bill for the local health system and the relationship between the system and local government. The Bill in particular provided for:

Cabinet - 14.02.12

- Abolition of PCTs and the establishment of Clinical Commissioning Groups (CCGs), led by GPs, to commission health services locally;
- Transfer of responsibility for public health to local government;
- Councils to establish Health and Wellbeing Boards.

The Director for Community and Wellbeing advised that £8.7m was being allocated to East Berkshire for public health and that this was an invaluable opportunity for the council to play a major part in influencing long term health outcomes for the community. Members noted that some health professionals were opposed to various aspects of the proposals. How the new system operated between partners and the Health and Wellbeing Board would have a significant impact on the strategic provision of services. A holistic approach was needed between agencies and members noted that there was widespread commitment to making proposals work effectively and mitigating risks.

Resolved –

- (a) Noted the reforms so far and their implications for Slough.
- (b) That the Shadow Health and Wellbeing Board's terms of reference be agreed.
- (c) That officers provide a further report when guidance is received from the government on the relationship between the Health and Wellbeing Board, the Council's Cabinet and Overview and Scrutiny.

101. Executive Forward Plan

Resolved - That the Executive Forward Plan be approved.

102. Exclusion of the Press and Public

Resolved - That the Press and Public be excluded from the meeting during the consideration of the item in Part II of the Agenda as it involved the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

(The following is a summary of the item considered in Part II of the meeting.)

103. ASSET DISPOSALS: 279 Long Furlong Drive & 1 Egerton Road; 27 and 29 Church Street and Langley Community Hall

The Cabinet considered a report which set out the terms negotiated for two proposed property disposals and a third where bids had been received following an informal tender exercise. The Cabinet agreed the terms of the disposal that had been negotiated on 279 Long Furlong Drive and 1 Egerton road as set out in the report subject to conditions with regard to maintenance of the property being incorporated into the disposal agreement. The Cabinet

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also agreed the terms of disposal by grant of lease negotiated on 27 & 29 Church Street as set out in the report and resolved which of the offers received for Langley Community Hall be accepted.

104. Britwell Regeneration Scheme - From Concept to Reality

Decisions reported in Minute 97.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.00 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th 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 Cabinet is requested to note and comment on the following aspects of the report:

- i. Project management
 - Note the current reported status of each Gold Project.
- ii. Performance Scorecard
 - Note the performance issues identified and highlighted.
- iii. Financial performance – revenue and capital
 - Note the current projected outturn position on the General Fund of an under spend of £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> | <i>AMBER</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>06/01/2012</i> |
| Project start date: | 28/03/2011 | | Anticipated Project end date: | 31/03/2018 | |
| | | | | | |
| 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> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>06/01/12</i> |
| Project start date: | July 2011 | | Anticipated Project end date: | Feb 2012 | |
| | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |

- 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> | <i>GREEN</i> | <i>GREEN</i> | <i>AMBER</i> | <i>GREEN</i> | <i>01/01/2012</i> |
| Project start date: | 17/02/2011 | | Anticipated Project end date: | 31/03/2013 | |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| 1. A very successful implementation of the new CRM system, Oracle on Demand, on Monday 23 rd 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:

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.

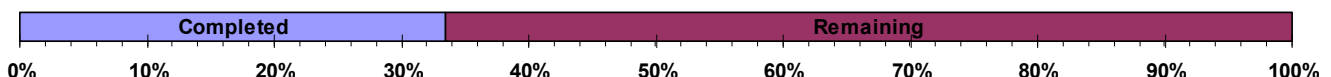
Key issues of risk / obstacles to progress:

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:

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 |
| <i>Previous month</i> | <i>AMBER</i> | <i>GREEN</i> | <i>AMBER</i> | <i>AMBER</i> | <i>04/01/2012</i> |
| 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 w.e.f 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.

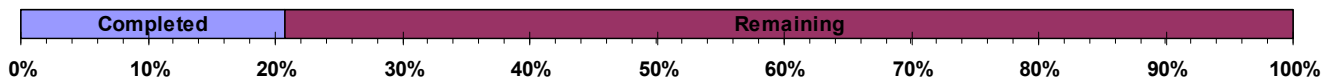
2. Commissioning

- 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 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | 05/01/2012 |
| Project start date: | 19/10/2011 | | 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:

- Recruitment of staff is progressing
 - 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
 - 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.

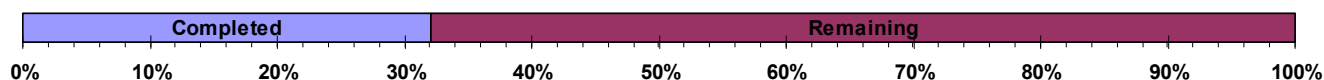
- Changes of the child's allocated social worker hinders progressing the permanency plans.
- Applicants-may not be suitable.
- Delayed CRB checks returns.
- Limited capacity in the Communications Team may prevent full use of marketing opportunities such as Twitter.

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 | |
| <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. 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 next 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.

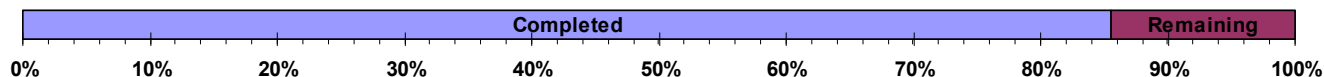
Recommendations for CMT:

- 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 | |
| | | | | | |
| 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. 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: | | | | | |
| <ol style="list-style-type: none"> 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: | | | | | |
| <ol style="list-style-type: none"> 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. <p>The demand for school places and the supply of school places is extremely fluid and depends on a number of factors. These include the number of applications received, which varies on a weekly basis, and the number of places vacated as families move their children. It is complicated by movements of pupils in and out of Slough and changes in parental preference for specific schools. There are also underlying trends linked to birth rates and inward migration. The process of placing children is ongoing and the objective is to maintain a small surplus of places so that supply just exceeds demand. Close monitoring of all these factors should allow this.</p> | | | | | |
| Recommendations for CMT: | | | | | |
| None. | | | | | |

| | | | | | |
|--|--------------|--------------|-------------------------------|----------------|-----------------------|
| Slough Local Asset Backed Vehicle ('LABV') | | | Project SPONSOR | | Julie Evans |
| Wards affected: All | | | Project MANAGER | | John Rice |
| | Timeline | Budget | Issues & Risks | OVERALL status | Date of update report |
| Current period | GREEN | GREEN | GREEN | GREEN | 03/02/2012 |
| <i>Previous month</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | <i>GREEN</i> | 06/01/2012 |
| Project start date: | 19/09/2011 | | Anticipated Project end date: | | 31/12/2012 |
| <p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p> | | | | | |
| Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input type="checkbox"/> No (draft) <input type="checkbox"/> | | | | | |
| Key activities completed / milestones achieved in this period: | | | | | |
| <ol style="list-style-type: none"> 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). <p> LABV Project Plan 06 01 12.mpp</p> | | | | | |
| Key activities / milestones scheduled for next period: | | | | | |
| Please refer to Project Plan. | | | | | |
| <ol style="list-style-type: none"> 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. | | | | | |
| <p> Risk Log 120112.xls</p> | | | | | |
| 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 | |



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

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

1. Contract redrafted and reviewed by both parties, further negotiations taking place.
2. Asset Register completed.
3. Transition and implementation plans reviewed.
4. EOI exercise completed.
5. Final TUPE list issued to supplier.
6. Agreed joint communications strategy.
7. Agreed joint risk register developed.
8. Continue staff briefings and 1-2-1's.
9. Continue Trade Union briefings.
10. Organised next all staff briefing.
11. Arvato Implementation Team located at Airways House.
12. Service reviews commenced.
13. SLA's agreed with MyCouncil for Benefits and C-tax.
14. KPI reviewed and agreed.
15. Introductory meetings attended (Schools Forum and Housing Senate).
16. Established a staff information pages on SBC Insite intranet site.

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

1. Contract negotiations to be finalised and contract signed.
2. Further staff briefings to be held.
3. Implementation plans to be agreed and signed off.
4. Finalise client side monitoring arrangements.
5. Ongoing engagement with Unions - through DCF reporting on project progress.
6. Further develop SLA's between the preferred supplier and the retained organisation.
7. Further development of SBC implementation plan.
8. Review of Risk Register.
9. Develop joint communications strategy.
10. Develop FAQ's on insite pages.

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

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.

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:

- 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

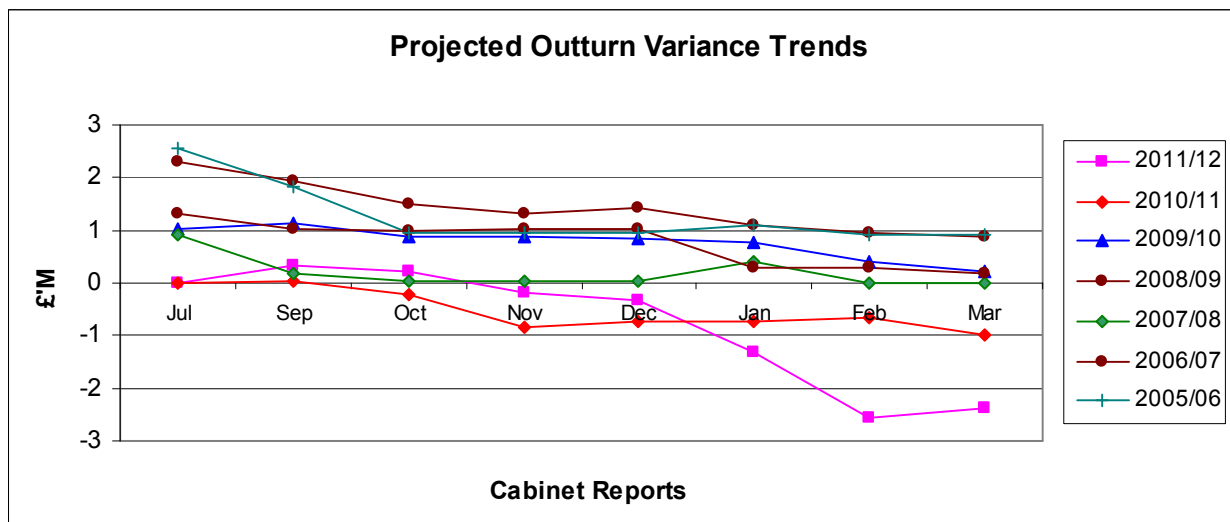
- 8.1. The Council's net revenue budget for 2011/12 is £105.1m.
- 8.2. The Housing Services agreed net operating budget for 2011/12 is a surplus of £87K.

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 | Actual YTD | Projected Outturn | 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) | 2011-12 (2010-11) | 1,628 1,819 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,618 1,920 | 1,671 | .. | .. | .. | .. | .. |
| Number of staff in establishment (FTE - full time equivalent) | 2011-12 (2010-11) | 1323.5 1463.3 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1324.2 1524.2 | 1,347.9 | .. | .. | .. | .. | .. |
| Number of vacant posts (at quarter end) | 2011-12 (2010-11) | 353 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | 364 .. | .. | ideally decreasing | .. | .. | .. | .. |
| Number of advertised job opportunities this period (FT versus PT) | 2011-12 (2010-11) | 59 FT versus 9 PT .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | tbc .. | .. | .. | .. | .. | .. | .. |
| Staff turnover rate - resignations only (%) | 2011-12 (2010-11) | 4.1% 1.3% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 1.5% 2.0% | 2.0% | 10-15% | .. | .. | .. | .. |
| Average staff sickness rate including maternity leave (days lost per FTE) | 2011-12 (2010-11) | 2.8 2.3 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | 2.5 2.7 | .. | Low | .. | .. | .. | .. |
| 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 | 2011-12 (2010-11) | 1.17 [43.3%] 1.13 [41.8%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | 1.19 [44%] 1.13 [41.9%] | .. | >=1 | .. | .. | .. | .. |
| 100 staff with a declared disability | 2011-12 (2010-11) | 7.1% 7.0% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 6.8% 6.9% | 7.1% | tbc | .. | .. | .. | .. |
| Proportion of staff who are female as a ratio of the proportion of resident working age population who are female - currently 48%. (% of staff who are female) | 2011-12 (2010-11) | 1.41 [67.8%] 1.46 [70.2%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | 1.44 [68.9%] 1.45 [69.5%] | .. | >=1 | .. | .. | .. | .. |
| | | | | | | | | | | | | | [67.6%] | >=1 | .. | .. | .. | .. |

| 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) | 16 | 17 | 23 | 25 | 16 | 21 | 16 | 22 | 18 | 21 | 18 | 21 | 36 | 21 | 195 | - | .. | .. | .. | .. | .. |
| Press enquiries received in month (total across whole council) | 55 | 56 | 64 | 65 | 56 | 60 | 49 | 61 | 60 | 77 | 60 | 83 | 82 | 63 | 603 | - | .. | .. | .. | .. | .. |
| Press coverage monitoring: number of items and percentage rated as 'positive' or 'very positive' (total across whole council) | 170 63.5% | 159 58.5% | 162 51.2% | 179 59.8% | .. | 113 54.0% | 131 64.1% | 135 61.5% | 147 57.1% | 147 52.4% | 180 63.3% | 206 71.4% | 215 59.1% | 206 71.4% | .. | High & increasing | ✓ | Higher % | ✓ | .. | .. |
| Social media: unique visitors to SBC website | 66,648 | 74,805 | 70,142 | 69,115 | .. | 73,464 | 95,269 | 70,771 | 67,306 | 74,139 | 100,966 | 81,852 | 76,559 | 661,659 | High & increasing | ✓ | .. | .. | .. | .. | .. |
| Social media: online financial transactions conducted | 1,569 | 1,802 | 1,588 | 1,625 | .. | 1,675 | 1,894 | 2,339 | 1,851 | 1,571 | 1,031 | 622 | 1,068 | 15,914 | High & increasing | ✓ | .. | .. | .. | .. | .. |
| Social media: Followers on Twitter | 219 | 254 | .. | 299 | .. | 547 | 587 | 633 | 676 | 730 | 164 | 174 | 193 | 724 | High & increasing | ✓ | .. | .. | .. | .. | .. |
| Number of Freedom of Information requests made (total across whole council) | 70 | 83 | 73 | 59 | 79 | 65 | 71 | 99 | 45 | 80 | 85 | 93 | 72 | 816 | reducing | ✓ | .. | .. | .. | .. | .. |
| Number of Housing Benefit Claimants | 11,250 | 11,280 | 11,450 | 11,510 | 11,500 | 11,540 | 11,520 | 11,520 | 11,520 | 11,510 | 11,510 | 11,510 | 11,510 | 11,320 | .. | .. | .. | .. | .. | .. | .. |
| Number of Council Tax Benefit Claimants | 10,960 | 11,040 | 11,110 | 11,150 | 11,180 | 11,210 | 11,230 | 11,230 | 11,280 | 11,280 | 11,280 | 11,340 | 11,320 | 11,320 | .. | .. | .. | .. | .. | .. | .. |
| Number of contacts to children's social care per month | 11,460 | 11,530 | 11,670 | 11,760 | 11,700 | 11,700 | 11,680 | 11,660 | 11,610 | 11,600 | 11,600 | 11,620 | 11,610 | 11,610 | .. | .. | .. | .. | .. | .. | .. |
| Number of referrals to children's social care per month | 711 | 612 | 663 | 738 | 728 | 659 | 824 | 788 | 635 | 604 | 619 | 618 | 809 | 7,228 | to reduce | ✓ | .. | .. | .. | .. | .. |
| Number of children looked after by the council at month end | 127 | 153 | 210 | 169 | 116 | 153 | 136 | 130 | 172 | 185 | 172 | 183 | 166 | 1,900 | reducing | ✓ | .. | .. | .. | .. | .. |
| Number of children subject to Child Protection Plans at month end | 179 | 176 | 179 | 176 | 170 | 168 | 169 | 172 | 168 | 170 | 168 | 165 | 168 | 168 | reducing | ✓ | .. | .. | .. | .. | .. |
| Maintain the number of problematic drug users in effective treatment at 7% above 2007/08 baseline, a strategy meeting per month | 144 | 164 | 168 | 185 | 200 | 189 | 199 | 196 | 200 | 170 | 168 | 165 | 168 | 142 | reducing | ✓ | .. | .. | .. | .. | .. |
| Housing Service: Number of homeless cases determined / percent of decisions issued with 33 days. | 111 | 108 | 105 | 77 | 80 | 85 | 87 | 102 | 115 | 132 | 140 | 142 | 142 | 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% | 337 : 92.7% | 327 : 91.3% | .. | .. | .. | .. | .. | .. |

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. Capacity for improvement: Good. |
| Care Quality Commission | SBC Domiciliary Care | Aug-11 | CQC Review of Compliance: service is "meeting all the essential standards of quality and safety" |
| Care Quality Commission | Respond Adult Respite Service Lavender Court Care Home | Jul-11 | 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. |

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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) | <p>This month: -£42k – Movement of -£157k this month due to revised commitments for Learning Disabilities (£49k) and Older People (£51k) residential placements.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Safeguarding and Governance</td> <td>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> </tbody> </table> <p>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.</p> | | | 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 |
| | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Culture & Skills | 5 | <p>This month: +£5k – New pressures of £216k due to closure and emergency works at the Ice Rink and Swimming Pool.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Lifelong Learning</td> <td>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> </tbody> </table> <p>Previous Variance: -£211k – Savings due to carried forward budget for Free Swimming plus savings in Community Services.</p> | | | 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 |
| | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Personalisation, Commissioning & Partnerships | (409) | <p>This month: -£409k (<i>Before allowing for the earmark reserve of £487k</i>) – Movement of +£1k.</p> <table border="1"> <thead> <tr> <th>Service Area</th> <th>Budget £'000</th> <th>Outturn £'000</th> <th>Variance £'000</th> <th>Change £'000</th> </tr> </thead> <tbody> <tr> <td>Voluntary Organisations</td> <td>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> </tbody> </table> <p>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.</p> | | | 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 | | | | | |
| | | 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | |
|--------------------|----------------|---|-------------------------|--------------------------|---------------------------|-------------------------|
| Public Protection | (567) | 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. | | | | |
| | | 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 | | |
| | | 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. | | | | |
| Procurement | (63) | This month: -£63k – Movement – £5k – due to planned recruitment, no longer proceeding. | | | | |
| | | 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 | | |
| | | 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. | | | | |
| Central Management | 0 | This month: - On Target. Movement - No changes, this month. | | | | |
| | | Service Area | Budget £'000 | Outturn £'000 | Variance £'000 | Change £'000 |
| Total | 307 | 307 | 0 | 0 | | |
| | | Previous Variance: - On Target | | | | |
| 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>Previously Reported:</p> <p>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>New this Month:</p> <p>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.</p> <p>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>Previously Reported:</p> <p>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> |

Information, Performance and Review:

The level of schools buy back for the provision of Education Management System (EMS) support has been greater than anticipated and has resulted in increased income of £40k. Additional IT expenditure anticipated (£30k) in respect of a new server and IT support.

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.

| | | |
|--|---------------|-----------------------|
| | | |
| | -1,118 | Total Variance |

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th March 2012

CONTACT OFFICER: Joanna Anderson, Assistant Director Commissioning,
(For all enquiries) Procurement & Shared Services
(01753) 875285

WARD(S): All

PORTFOLIO: Cllr A Dhaliwal

PART I

NON-KEY

CORPORATE PROCUREMENT STRATEGY

1 **Purpose of Report**

To present to Cabinet for their review and ratification the Corporate Procurement Strategy

2 **Recommendation(s)/Proposed Action**

The Cabinet is requested to ratify the Corporate Procurement Strategy and endorse its implementation across the council.

3 **Community Strategy Priorities**

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

- Economy and Skills
- Health and Wellbeing
- Regeneration and Environment
- Housing
- Safer Communities

Improving the image of the town – The Corporate Procurement Strategy supports the inclusion of community benefits in all procurement activity, investing in both SME's and BME's. The strategy supports Procurement role in providing advice and guidance to the Chamber of Commerce to facilitate the Chamber's role in enabling local SMEs to compete in the local market and also the benefits of living and working in Slough.

4 **Joint Strategic Needs Assessment (JSNA)**

The Council Procurement Strategy supports the delivery of key priorities set out in the Sustainable Community Strategy and the supporting needs assessment of the Joint Strategic Needs Assessment. The procurement strategy supports partnership

working and community engagement utilising the most appropriate procurement model to ensure that a competitive tendering process meets community needs.

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.

5 **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

| Risk | Mitigating action | Opportunities |
|-------------------|---|---|
| Legal | Implementation of the procurement strategy to ensure that all procurement remains legal, ethical, transparent and proportionate | |
| Property | None | |
| Human Rights | <i>None</i> | |
| Health and Safety | None | |
| Employment Issues | Ensure robust implementation project plan identify stakeholders and providing clear and accurate communication around implementation. | Schedule of training sessions tailored to specific needs of service areas across the council. |
| Equalities Issues | Work closely with both the Chamber of Commerce and Thames Valley LEP to facilitate the their role in enabling local SME’s and BME’s to compete in the local market. | |
| Community Support | | Update new Internet with strategy and revised documentation including but not limited to Contract |

| | | |
|------------------------|--|--|
| | | Procedure Rules, Working with your Local Authority and Engaging SME's. |
| Communications | Ensure that that Corporate Procurement Strategy is placed on both the internet and intranet. Corporate procurement strategy to be included in Corporate procurement training programme | |
| Community Safety | None | |
| Financial | See section 5 (a) | |
| Timetable for delivery | Rigorous timetable for implementation and training programme. | |
| Project Capacity | None | |
| Other | | Opportunity to obtain a shared understanding of Procurement across the Council clearly identifying the aims and objectives of Corporate Procurement |
| | | 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. |
| | | Opportunity: to address the challenging times ahead |

(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.

7 **Comments of Other Committees**

Commissioners and Directors requested an amendment to paragraph 5.4.5 to include emphasis on enabling Chamber of Commerce to support local businesses to tender for contracts.

There was also a request to change the timeline so that the Corporate Procurement Strategy was longer than 2012-2015.

There was a request for members training to be refereed to within the Corporate Procurement Strategy.

8 **Conclusion**

It is recommended that Cabinet ratify the Corporate Procurement Strategy and its implementation across the council.

9 **Appendices Attached (if any)**

'A' - Procurement Strategy

'B' - Equalities Impact Assessment

10 **Background Papers**

None

Appendix A

Council Procurement Strategy

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

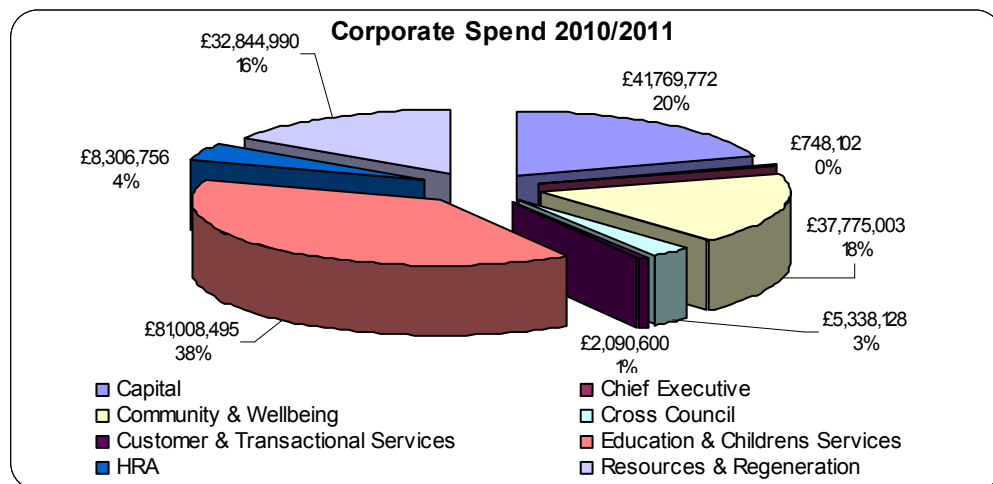
management arrangements, and is a prerequisite to delivering effective commissioning intentions.

- 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*
- 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 Council's 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 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 guide the Chamber of Commerce and other key agencies 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 promote 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.
- Using purchasing cards to procure low value good through local outlets.
- Provide, advise and guidance to the Chamber of Commerce to facilitate the Chamber's role in enabling local SME's to compete in the local market.

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, Equality Act 2010.

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 buy 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.

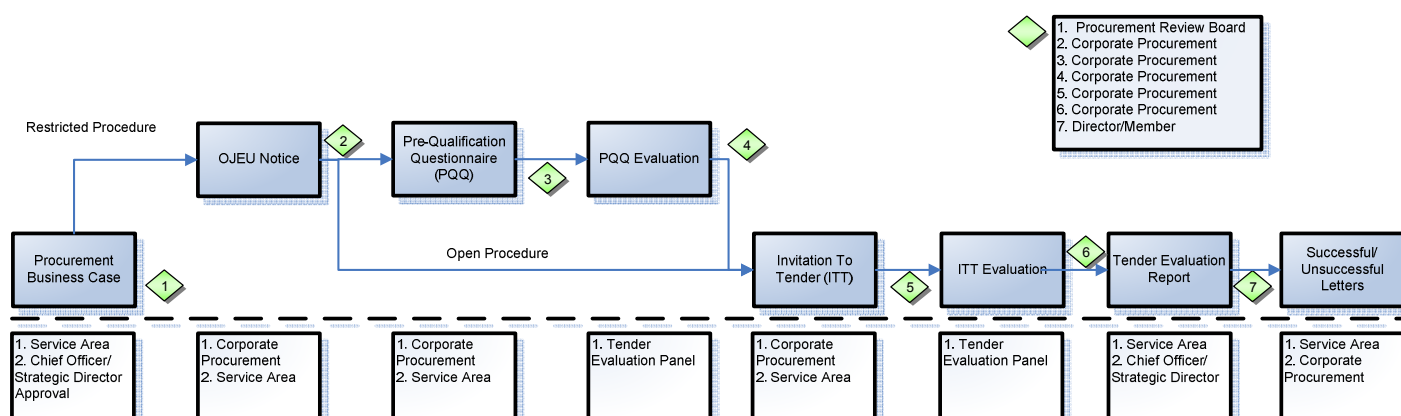
7.4.3 In January 2012 the Council revised the Contract Procedure Rules and made a number of important improvements. This included improved alignment of the Rules to the Financial Procedure Rules of the Council. It also explicitly details the processes around the exemption process, clearer details regarding 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

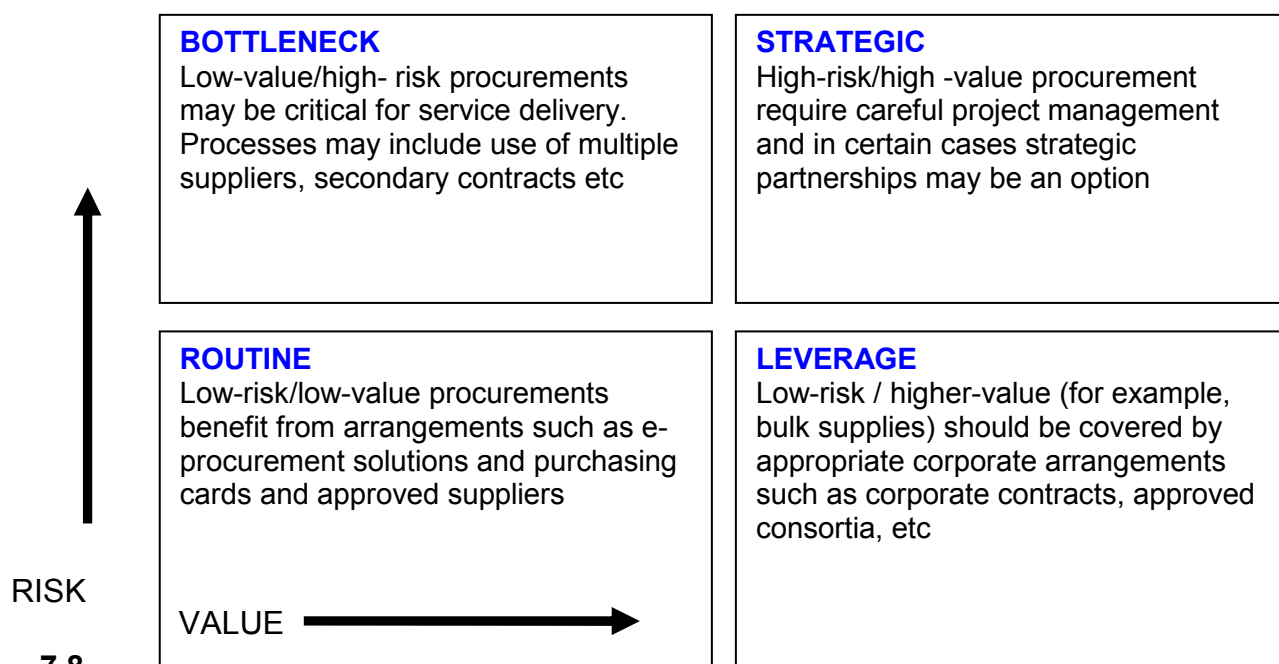
7.7.1 The choice of procurement method will be dependent on the strategic importance, the value of the goods, services or works, and the potential risk associated with each procurement option.

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 e-Procurement and management

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. Training will also be provided to elected Members who are involved in procurement as part of their duties. Workforce development and training will include:

- Procurement introductory training
- New to PQQ's and ITT processes
- Tender Specification and 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 |

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| | | | | | |
|------------------------|---|---|--|--|--|
| | 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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EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 legally requires all public bodies, including local authorities, to carry out equality analysis and to publish their results. CMT have agreed that we will continue to use Equality Impact Assessments to meet this requirement but using a revised template.

- Equality Impact Assessments (EIAs) should be carried out whenever you plan, change or remove a service, policy or function. Carrying out a good Equality Impact Assessment will help you to:
- Assess any potential impacts, positive and negative, in a proportionate way and with relevance
- Make decisions that are justified, evidenced, relevant and identify any mitigating proposals
- Prioritise expenditure in an efficient and fair way
- Have a record showing that the potential impacts have been considered and that decisions are based on evidence

It is important the EIA is carried out at the earliest opportunity to ensure that you have the time to undertake any additional work that will inform your decisions, for example community engagement.

Remember: EIAs need to cover both the impacts on the workforce (employment) and customers/public (service delivery).

EIAs are public documents and will be published on the Slough Borough Council website. When you have completed an EIA please send it to Equalities@slough.gov.uk. If this EIA is part of a Committee Report please also send to Joannah.Ashton@slough.gov.uk in Democratic Services.

When filling out the EIA please refer to the separate *Background information* document and for more information please look at the [Equalities](#) Page on our Intranet.

Equality Impact Assessment

| | |
|---|---|
| Directorate: Community & Wellbeing | |
| Service: Corporate Procurement | |
| Name of Officer/s completing assessment: Joanna Anderson | |
| Date of Assessment: February 2012 | |
| Name of service/function or policy being assessed: Procurement | |
| 1. | <p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <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 continuous improvement, whilst remaining flexible to a rapidly changing environment and new models of and partnerships in the delivery of services ▪ Strengthen guidance of procurement ▪ Increase accountability to encourage responsible spending <ul style="list-style-type: none"> ○ Promote business case culture <p>Focus procurement activities on value for money</p> |
| 2. | <p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <ul style="list-style-type: none"> • 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 |

| | |
|----|--|
| | <p>business planning processes.</p> <ul style="list-style-type: none"> • 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. <p>Corporate Procurement will be responsible for a robust implementation of the strategy via the appropriate training sessions.</p> |
| 3. | <p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>The policy is designed to meet the needs of the council and service users conducting procurement activities. The strategy is designed to support local companies, small and medium sized enterprises, and the voluntary and community sector.</p> |
| 4. | <p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <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 suppliers who meet the stated criteria to bid for contracts. ▪ No groups are excluded from tendering for council contracts. |
| 5. | <p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>The potential to discriminate exists indirectly in the application of the procurement process by officers however officers have a duty to preserve the highest standards of honesty, integrity, impartiality and objectivity.</p> |
| 6. | <p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> |

| | |
|----|---|
| | N/A |
| 7. | <p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Corporate Procurement has engaged with SME's/BME's via regular work with the Thames Valley Chamber of Commerce and more recently Thames Valley LEP.</p> |
| 8. | <p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Revised Contract Procedure Rules (currently in Draft) have recommended that when obtaining three quotes at least one should be from an SME. All tender templates include evaluation criteria (where linked to the subject matter of the contract) relating to Community Benefits.</p> |
| 9. | <p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>From April 2012 Corporate Procurement will report on the usage of SME's and BME's. This performance indicator is on the CWB balanced scorecard which is reported quarterly at Senior Management Meetings</p> |

| | |
|---|---|
| What course of action does this EIA suggest you take? More than one of the following may apply | ✓ |
| Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken | ✓ |
| Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan). | |
| Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan). | |
| Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan). | |

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

| Action | Target Groups | Lead Responsibility | Outcomes/Success Criteria | Monitoring & Evaluation | Target Date | Progress to Date |
|--------|---------------|---------------------|---------------------------|-------------------------|-------------|------------------|
| | | | | | | |
| | | | | | | |

Name: Joanna Anderson

Signed: 

Name:

Signed: (Policy Lead if not same as above)

Date: 16/02/2012

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th March 2012

CONTACT OFFICER: Clair Pyper, Strategic Director Education & Children's Services
John Rice, Interim Assistant Director Environment & Regeneration

(For all enquiries) (01753) 87 5704 / 87 5239

WARD(S): ALL

PORTFOLIO: Education and Children – Cllr Pantelic
Neighbourhoods and Renewal - Cllr Swindlehurst

PART I
KEY DECISION

OLD TOWN HALL CONVERSION TO A PRIMARY SCHOOL – PROGRESS REPORT

1 **Purpose of Report**

To report back to Members on progress with the Town Hall conversion and refurbishment project.

2 **Recommendation**

2.1 The Cabinet is requested to

- a. Note the progress made with creating a new school from the Old Town Hall,
- b. Agree the funding for the project to be £2.89M.

3 **Community Strategy Priorities**

- **A Place to Live, Work and Play**
- **Prosperity for All**

The conversion and refurbishment of the Town Hall will deliver a new school for Chalvey Ward. This project is a key part of Slough's Primary Expansion Programme, a programme to increase rapidly the primary school capacity across the Town to meet rising demand. The Town Hall project will help the Local Authority to ensure that every Slough child entitled to a school place is offered one from September 2012 onwards.

4 **Other Implications**

(a) **Financial**

At the meeting held on 19 September 2011, Cabinet agreed a final contract value with Mansell Construction Services Ltd of up to £2.4m and to delegate the agreement of the Phase II Contract works to the Assistant Director, Environment & Regeneration in consultation with the Director of Education & Children's Services and the Commissioners for Neighbourhoods & Renewal and Education & Children's Services. Surveys were subsequently undertaken, with further investigation and design work it has been possible to keep within the agreed level

of funding for the Contract, but to add the full refurbishment of the second floor of the building to create a further two classrooms and fully bring this part of the building back into full use. However, excluded from and in addition to the construction contract is the cost of furniture, site preparation costs, highway works, kitchen equipment, ICT hardware and management fees. These are estimated to be £490K. Combined with the construction contract the total budget required for the project is £2.89M.

The project is funded from two income streams:

- £1.4m is funding received as part of a Section 106 agreement with developers. This funding is time limited and must be spent on primary school places within 2 miles of the development in Cippenham. The Town Hall project satisfies these criteria.
- £1.490m is capital grant received in 2011-12 as part of Slough's Basic Need Safety Valve funding.

The increase in budget since the original paper acknowledges the longer life span of the building as outlined in section 5.11.

(b) Risk Management

| Recommendation | Risk/Threat/Opportunity | Mitigation(s) |
|--|---|---|
| Creation of a new school from the Old Town Hall. | Risk – Pre-commencement works delay start on site for the construction works | Coordinate works/contractors to minimise delays |
| Agree the funding for the project to be £2.89M. | Risk – Project does not complete in time to admit children for September 2012 | Alternative school classrooms to be identified for the intervening period |

(c) Human Rights Act and Other Legal Implications

Local authorities are under a statutory duty to ensure that there are sufficient school places in their area, promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. They must ensure that there are sufficient schools in their area and also promote diversity and increase parental choice. This project contributes towards the Council's fulfilment of its statutory duty.

The procurement exercise undertaken meets the requirements of the legislation and the Council's procurement procedures contained in the Constitution.

(d) Equalities Impact Assessment

One has been prepared – it identifies a positive impact for new arrivals to Slough and residents of Chalvey, the majority of who are from ethnic minority groups. Consideration should also be given to section 149 of the Equality Act 2010 which places a general duty on public authorities, in exercise of their functions, to have regard to the need to promote equality. This includes the need to eliminate

discrimination and advance equality of opportunity and section 33 of the same Act requires this specifically when land or premises are being disposed of.

(e) Workforce

None – Claycots will need to recruit additional staff for the new school site. The staff would be employed by the Local Authority as Claycots is a Community school.

5 Supporting Information

- 5.1 In May 2011 Claycots Community School was selected to provide a school annex at the Town Hall opening from September 2012. This is a key expansion project within Slough's Primary Expansion Programme to meet the continuing demand for school places, particularly in the central north-south strip of Slough. This project will initially provide two additional forms of entry at Reception stage, eventually offering fourteen classes by the time the Reception pupils reach the end of their primary education in Year 6.
- 5.2 Claycots has a history as a successful primary school which achieves good outcomes for the pupils at the end of Key Stage 2 with results soundly above the floor levels for attainment and progress, particularly in maths. The annex will be an integral part of the main school and the facilities and resources will be used flexibly across the two sites.
- 5.3 The School has viewed this as an exciting and pioneering opportunity and have embraced the project enthusiastically. The School has embarked on this venture as the Headteacher and Governors feel they are ready to share what they have learned with others and to extend the success at Claycots to other needy areas.
- 5.4 The involvement of the Chalvey community is viewed as a natural progression and the Headteacher, Governors and staff are fully committed to making this work. The catchment area and pupil cohort have many similarities with that of the Chalvey area: high free school meals, higher than national figures for English as an Additional Language and an area of deprivation. The School has an experienced leadership team which is familiar with successful implementation of various outreach projects. Alongside this, the School has experience of carrying out a variety of building projects. The current staffing structure has the flexibility to work on more than one site. Additionally, the staff and governors have the dedication and enthusiasm for the challenges and rewards which come from working within this type of catchment area.
- 5.5 Since May 2011, regular planning meetings involving a wide range of officers and school representatives have taken place to address building, financial, legal, human resources, admissions and communication issues associated with this development.
- 5.6 Admissions
The Schools' Adjudicator has recently agreed to the catchment area for the annex and this includes some slight changes to the catchments to the neighbouring schools. The emphasis of the criteria is to facilitate siblings attending the same school if parents express this as a preference. Even though the school was only a proposal at the time the admission's booklet was published, 28 parents have put the 'Claycot's annex' as their first preference.

5.7 Contract Progress

Cabinet on 9th November 2010 agreed to tender the conversion and refurbishment of the 1930's part of the Town Hall to create a new school building ready to be used from September 2012. The tendering process was based upon a two stage design and build approach employing an NEC 3 Engineering and Construction Contract: June 2005, Option C Target Sum Contract. The first stage required Tenderers to submit fixed prices for standard elements including design, preliminaries, subcontract and direct fee percentage together with the outline concept design and building specification.

5.8 At a Cabinet meeting on 19th September 2011 it was agreed to proceed to Stage 2 of the tender process with Mansell Construction Services Limited. The second stage provided the Council with the opportunity to customise the outline designs, quality of design, timescale for the completion of the work, ensure the work commissioned is within the funding envelope, etc and then to include the agreed specification and contract sum in the Contract to award the work. This process required additional design and costing works, conducting surveys and extensive contract negotiations. This work resulted in providing the option to refurbish the second floor and create two further classrooms.

5.9 On 24th January 2012 the contract was awarded to Mansell Construction Services Limited. Pre-construction works have now started on site and construction is due to start March 2012.

5.10 The key milestones have included arrangements for the work to complete during August and for Claycots to move in mid-August with a view to the annex opening on 5th September 2012.

5.11 Lifespan of the new Annex

The original proposal for the Town Hall project was to provide a 7-year life after which time the Town Hall would revert to alternative use. Over the last year the development of the Academies regulations and indications of intent included within a recently concluded government consultation have changed the basis on which that decision was taken. It is now clear that the Secretary of State would need to approve any change of use of the building; this would be unlikely while high demand for school places remains in Slough.

5.12 In recognition of this, the opportunity has been taken to refurbish the building where sensible to give a longer life to the building. For example, to operate as a school it was necessary to provide radiators and pipework suitable for young children. Also the heating boilers for the building unexpectedly failed during the scoping works. Therefore a new boiler is included in the work being undertaken. To provide the school with the full complement of classes needed for a primary school, 2 additional classrooms have been created by converting the second floor, resulting in the whole building now being available for use.

5.13 Furthermore, the Council is considering options with Claycots School for how the newly refurbished facility can be used to provide commercial and civic use once the School has opened.

5.14 Planning

Full planning permission has been obtained. This includes the safe arrangements for dropping off and picking up at the rear of the school.

5.15 Communications

The progress of the Town Hall annex has been communicated at regular intervals to the Lead Commissioner for Children and Young People, head teachers' meetings, Heads' Termly meeting, Slough Schools Education Forum, Schools Organisation Group and the Directorate Consultative Forum. Claycots School will soon embark on a communication programme through the Council's Communication Team to highlight to the community, partners, headteachers and other stakeholders the impending opening of the annex.

6 Comments of Other Committees

None

7 Conclusion

Members are requested to note progress with the project.

8 Appendices Attached

None

9 Background Papers

Cabinet reports:

9th November 2010 Item 4 'Proposal for New School Places in Chalvey'

19th September 2011 Items 7 and 13 'Outcome of Town Hall Tender Process'

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12 March 2012

CONTACT OFFICER: John Rice, Interim Assistant Director of Property and Regeneration
Clair Pyper, Strategic Director of Education and Children's Services

(For all enquiries) (01753) 87 5239 / 87 5704

WARD(S): ALL

PORTFOLIO: Education & Children – Cllr Pantelic
Neighbourhoods & Renewal - Cllr Swindlehurst

PART I

PROPOSAL FOR HAYMILL SITE INCLUDING HAYBROOK COLLEGE

1 Purpose of Report

1.1 To agree the future of the Haymill site, including a proposal for the expansion and partial re-provision of Haybrook College.

2 Recommendation

2.1 The Cabinet is requested to:

- a) Agree that Haybrook College be provided with new modular / permanent accommodation on the northern half of the Haymill site to replace accommodation currently used within the Haymill building and Springboard annex, but with some expanded provision to meet predicted demand for the next three years;
- b) Agree the redundant Springboard and Haymill buildings be demolished at the earliest possible opportunity;
- c) Following tender of the agreed works and demolition packages, to authorise the Interim Assistant Director Environment & Regeneration to agree the overall project budget in consultation with the Director of Regeneration & Resources, Director of Education and Children's Services, the Commissioners for Neighbourhoods & Renewal and Education & Children.

3 Community Strategy Priorities

- **A Place to Live, Work and Play**
- **Celebrating Diversity, Enabling Inclusion**
- **Prosperity for All**

3.1 Haybrook College will be provided with new purpose built accommodation and at the same time expanded on the Haymill site to meet the future demand for places to ensure every Slough pupil requiring a place is offered one. As the population expands so will the number requiring this specialist provision.

4 Other Implications

(a) Financial

4.1 Both the Haymill building and Springboard Annex are buildings at the end of their useful life and in need of either major investment or replacement. At the same time Haybrook College is at full capacity in both the special school (Millside) and Pupil Referral Unit (PRU), and needs to expand to meet rising demand. Haybrook College's occupancy of the Haymill building necessitates that any proposals considering the long term future of the Haymill site also considers the long term building needs for Haybrook College.

Site details

4.2 The total Haymill site is 2.55 Ha (6.3 Ac). Approximately 51% of the site will be occupied by the School under the proposed arrangements.

Pupil costs

4.3 Haybrook College is now at full capacity. Statemented pupils that are unable to obtain a place at the school are placed out of borough. This has resulted in an increase of 2 additional pupils placed out of borough in 2011-12 for the full duration of their secondary education. The table below compares the costs of a statemented pupil attending a Slough school and an out-of-borough facility including the additional transport costs. Any additional transport costs would create a pressure for Children's Services. The full cost of any placements would be funded from the Dedicated Schools Grant (DSG); the affect of out-Borough placements is to reduce the level of funding available for delegation to Slough schools.

| | Funded by DSG | Funded directly by LA |
|------------------------------|---------------------------------|---|
| | Placement cost per annum | Average transport cost per annum |
| Out-of-Borough placement | £60-£100K | £12K |
| Placement in a Slough school | £32K | £4K |

4.4 The costed options for the Haymill site are outlined in section 5 below.

(b) Risk Management

| <i>Recommendation</i> | <i>Risk/Threat/Opportunity</i> | <i>Mitigation(s)</i> |
|-----------------------------|--|---|
| <i>From section 2 above</i> | <i>Risk – Demand for BESD SEN places and PRU places increases in line with population Risk – Shortage of PRU places leads to higher levels of statementing as parents seek to secure school places</i> | <i>Increase capacity for Haybrook College to align with projected demand Expand PRU provision</i> |

(c) Human Rights Act and Other Legal Implications

Local authorities have a statutory duty to make arrangements for the provision of suitable education at school (including pupil referral units), or otherwise than at school, for children of compulsory school age who, by reason of illness, exclusion from school or otherwise, will not receive a suitable education without those arrangements. Suitable education is defined as efficient education suitable to the age, ability, aptitude and to any special educational needs.

(d) Equalities Impact Assessment

To be prepared once proposals confirmed. Consideration should be given to S149 of the Equalities Act 2010 which places a general duty on public authorities in exercise of their functions to have regard to the need to promote equality. This includes the need to eliminate discrimination and advance equality of opportunity.

(e) Workforce

None – Haybrook College staff are employed by the LA.

5 Supporting Information

- 5.1 The Cabinet Report dated 11th April 2011 highlighted the poor condition of the Haymill and Springboard buildings and the need to expand provision for Haybrook College. Members requested that further detail on the options for the site were brought before the Cabinet. In preparing options for the future, the Commissioners for Education & Children and Neighbourhoods & Renewal visited the school on site which has resulted in the letter, attached as Appendix B, being sent to the College.
- 5.3 The preferred option to preserve the College on the site would result in the Haymill site being divided into two distinct areas, with a school site created on the northern part and the rest designated as land released for alternative use. Appendix A shows the provisional fence-line with Haybrook College located entirely on the northern side of this line.
- 5.5 In order to provide the accommodation required by Haybrook College the current Millside building will be retained and a large extension added to replace the rooms lost within the Haymill building and the Springboard annex. A new permanent four court sports hall would be re-provided, as well as a new car park and a Multi-Use Games Area.
- 5.6 The approach will provide for existing accommodation plus modest growth for a 3 year period in the first phase with a mind to providing an opportunity for future expansion to complete the project.
- 5.7 Officers are undertaking a strategic review into the level and use of community facilities in the borough. The provisional work has identified some need for continuing community centre provision in Haymill (for example the use of a hall for meetings and group events and outdoor games provision. Such provision could best be delivered through the extended school. The Headteacher and Chair of Governors support opening the facilities for community use.
- 5.8 The table below summarises the current capacity and floor areas for Haybrook College, split into special school and PRU provision. Also shown in the table is the estimated floor areas required if both facilities were to expand.

| | CURRENT | | AFTER EXPANSION | |
|------------------------------------|----------------|---------------------------------|-----------------|----------------------------------|
| | Capacity (FTE) | Internal area (m ²) | Capacity (FTE) | Internal area (m ²) |
| Haybrook Special School - Millside | 42 | 600 | 60 | 850 |
| Haybrook PRU | 36 | 666+328 (sports hall) = 994 | 50 | 900+650 (sports hall) = 1,550 |

5.9 The Millside building that is to be retained is 600m², based on the figures above, the new extension would be approximately 1800m². Where new build accommodation might be expected to cost around £2000m², for this project it is anticipated that a modular construction method would reduce this to around £1500m². Using these figures produces a budget figure of £2.7M. In addition the cost of demolishing the Haymill building would be approximately £0.5M, making the provisional budget cost to be £3.2M.

Project Funding

5.10 In addition to providing a solution for the future location of Haybrook College, the preferred option provides an opportunity to expand provision in line with the population growth. The intention is to fund this project from capital grant income confirmed for 2012-13 and provided to Slough specifically for new school places. The analysis below summarises the current capital income for schools held by the Local Authority compared to current commitments. This summary includes all possible capital commitments to the end of 2012-13, but there is a possibility that more primary expansions will be required in that time than previously planned for.

5.14 Currently there remains £3.8m not earmarked or allocated to a project. This suggests there is sufficient funding available for the project.

Capital Income

| | Current | 2011-12 | 2012-13 |
|-------------------|---------------|----------------|----------------|
| Modernisation | | £2,223 | £1,549 |
| Basic Need | | £5,071 | £8,909 |
| Basic Need Safety | | | |
| Valve Funding | | £9,461 | |
| Section 106 | £1,000 | | |
| Totals | £1,000 | £16,755 | £10,458 |

Total capital income **£28,213**

Committed funding (£10,796)

Proposed expansion projects - all sums are provisional

| | |
|--|---------------|
| Wexham Secondary Expansion | (£7,000) |
| Phase 2 projects at Castleview, Montem, Marish, Godolphin Junior, Ryvers and Penn Wood | (£5,100) |
| 2 further primary phase 1 schemes if required | (£1,600) |
| Unallocated capital | £3,717 |

Next Steps

- 5.15 If approved by Cabinet, the Haybrook College building project will procure a specialist to develop the employer's requirements for the expansion project. This stage would include full site surveys and investigations, planning discussions, needs analysis, options appraisal, life time cost analysis and engagement with the school on user needs. The project will then proceed to procurement and delivery.
- 5.16 A clear requirement for specifying the new provision will be to also create dual use potential in order to secure community use of the buildings, especially for meetings and events in the Hall. Community use will be complemented by the new Britwell Community Hub which will be completed in December 2012.

Statutory Process

- 5.17 Changes to special schools are subject to a number of statutory processes which might apply here. If Haybrook College (special school) expands its capacity by 10% or more then a statutory process including publishing notices will be required. All statutory proposals for special schools are required to be assessed against a number of criteria called the SEN Improvement Test.
- 5.18 PRUs are not subject to statutory regulations however there is an expectation that a non-statutory consultation is carried out for any significant changes to existing provision. If the provision were to be relocated this would be considered a significant change. As part of the current proposal we are replacing existing accommodation and expanding the provision on the current site and this would not be considered a significant change.

6 Comments of Other Committees

None

7 Conclusion

- 7.1 This paper makes provision for the future education of excluded pupils and those with special educational needs through the proposed re-provision of new accommodation for Haybrook College.

8 Appendices Attached

'A' Proposed fence line for Haybrook College

'B' Letter to Haybrook College from the Commissioner for Education and Children

9 Background Papers

'1' Cabinet report 11th April 2011

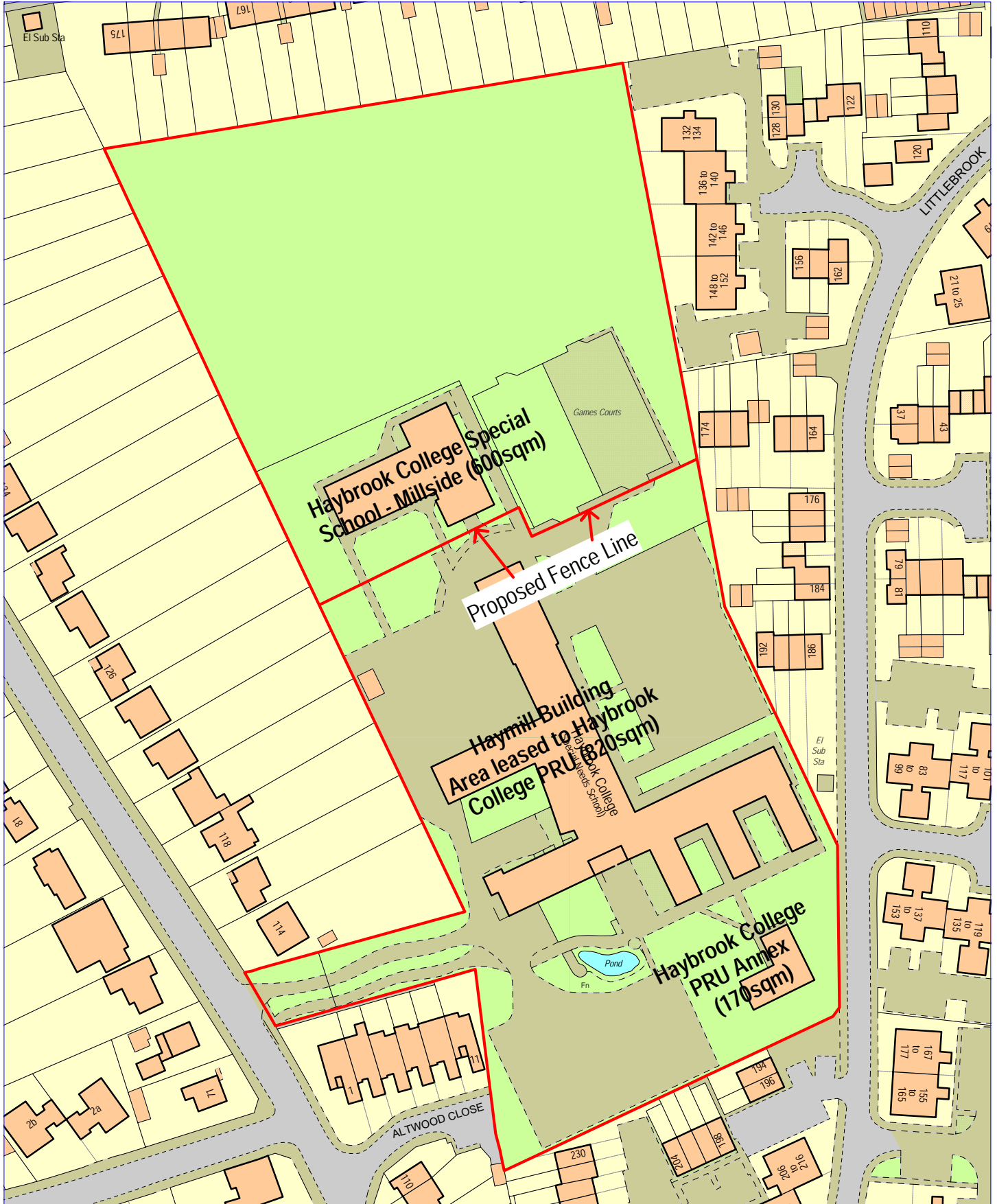
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Asset Management Resources

Scale 1: 1,250



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Wednesday 18 January 2012

Directorate: Leader and Cabinet Office
Contact Name: Cllr Natasa Pantelic
Contact No: 01753 875134
Email: natasa_pantelic@hotmail.com

Helen Huntley
Executive Head teacher
Haybrook College
112 Burnham Lane
Slough SL1 6LZ

Dear Helen,

I am writing to set out Slough Borough Council's position on the future of Haybrook College on the Haymill site.

The council is committed to the service Haybrook College and Millside provide for young people who cannot attend mainstream school in Slough. Following discussions with Cabinet colleagues, it has been agreed in principle that Haybrook College should be moved to the north part of the Haymill site permanently and that sufficient classrooms be added to Millside School, which will require planning permission.

I have instructed officers to move forward on this proposal immediately and to ensure you are fully involved in the upcoming process of agreeing the boundary of the site and all other considerations that need to be made to ensure the service Haybrook and Millside provide can continue in the best interests of Slough's young people.

I am expecting Cabinet to take a formal decision on this proposal by March 2012.

The officer that will be leading this project is called John Rice, Interim Assistant Director for Environment and Regeneration, and he will make contact with you to discuss your requirements and the potential timescales for delivery. If you wish to contact him, please give him a call on 01753 875239 or you can email him at john.rice@slough.gov.uk.

I hope this letter reassures you and your Chair of Governors that the council will work to ensure there is a permanent solution for Haybrook College on the Haymill site and I look forward to working with you in the coming weeks ahead. With best wishes,

Yours sincerely,



Cllr Natasa Pantelic
Commissioner for Education and Children
Slough Borough Council

Cc Julian King-Harris, Chair of Governors, Haybrook College

Main Reception: 01753 475111
Minicom: 01753 875030
DX: 42270 Slough (west)

Slough Borough Council
St Martins Place, 51 Bath Road
Slough, Berks SL1 3UF

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 12th March 2012
CONTACT OFFICER: Catherine Meek, Deputy Borough Secretary
(For all enquiries) 01753 875011
WARD(S): All
PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

EXECUTIVE FORWARD PLAN

1. Purpose of Report

To seek Cabinet endorsement of the published Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Forward Plan be approved.

3. Community Strategy Priorities

The Executive Forward plan sets out when key decisions are expected to be taken and a short overview. The decisions taken will contribute to all of the following emerging 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

4. Other Implications

(a) Financial

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Access to Information)(England) Regulations 2000 require the executive to set out its programme of work in the coming four months, as far as is known, in a forward plan. Regulation 12 requires an annual statement to be published by the proper officer giving notice of when forward plans will be published for the coming year, explaining what a forward plan is and how it can be obtained from the local authority.

5. Supporting Information

5.1 The Forward Plan, which is updated each month on a rolling basis, sets out:

- A short description of matters under consideration and when key decisions are expected to be taken
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- How and when the decision maker intends to involve local stakeholders in the decision making process.

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

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

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

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Forward Plan and these provisions and necessary actions are detailed in paragraphs 14 and 15 of Section 4.2 of the Constitution.

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

6. Appendices Attached

'A' - Executive Forward Plan

7. Background Papers

'1' - Council Constitution

EXECUTIVE FORWARD PLAN

MARCH 2012 TO JUNE 2012

CABINET - Monday 16th April, 2012

| Item | Port- folio | Ward | Priority | Contact Officer | Consultation & Participation | Other Committee | Background Documents | New Item |
|--|----------------|------|----------|--|---------------------------------|---|-------------------------|-------------|
| <p><u>Medium Term Financial Strategy</u> This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p> | F&S | All | All | Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300 | | | | |
| <p><u>Performance and Financial Monitoring 2011/12</u> <i>To present information to Cabinet on the latest financial and performance monitoring from across the Council.</i></p> | P&A, F&S | All | All | Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300 | | Overview and Scrutiny Committee 10/04/12 | | |
| <p><u>Draft Parks and Open Spaces</u></p> | E&O | All | All | Ollie Kelly, Parks and Open Spaces Manager | | | | |
| <p><u>Public Protection Enforcement Policy</u> To present the revised Enforcement Policy to the Cabinet for approval.</p> | C&L | All | All | Patrick Kelleher, Assistant Director Public Protection Tel: 01753 87 | | Neighbourhoods and Community Services Scrutiny Panel 1/03/12 | | |
| <p><u>References from Overview and Scrutiny</u> To consider any recommendation from the Overview and Scrutiny Committee and Scrutiny Panels.</p> | P&A | All | All | Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018 | | | | |

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

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

| Item | Port- folio | Ward | Priority | Contact Officer | Consultation & Participation | Other Committee | Background Documents | New Item |
|---|----------------|------|----------|--|---------------------------------|---|-------------------------|-------------|
| <p><u>Executive Forward Plan</u> To present to Cabinet the latest, published Executive Forward Plan.</p> | F&S | All | All | Catherine Meek Deputy Borough Secretary Tel: 01753 875011 | | Overview and Scrutiny 10/04/11 | | |

CABINET - June 2012 (Date to be confirmed)

| Item | Port- folio | Ward | Priority | Contact Officer | Consultation & Participation | Other Committee | Background Documents | New Item |
|--|----------------|------|----------|--|---------------------------------|-----------------------------|-------------------------|-------------|
| <p><u>Medium Term Financial Strategy</u> This report sets out the latest projections of the Council's Revenue and Capital Budgets.</p> | F&S | All | All | Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300 | | | | √ |
| <p><u>Performance and Finance Monitoring 2012/13</u> <i>To present information to the Cabinet on the latest financial and performance monitoring from across the Council.</i></p> | P&A, F&S | All | All | Julie Evans, Strategic Director of Resources and Regeneration Tel: 01753 875300 | | Overview and Scrutiny (TBC) | | √ |
| <p><u>References from Overview and Scrutiny</u> To consider any recommendations from the Overview and Scrutiny Committee and Scrutiny Panels.</p> | P&A | All | All | Teresa Clark, Senior Democratic Services Officer Tel: 01753 875018 | | | | √ |
| <p><u>Executive Forward Plan</u> To present to Cabinet the latest, published Executive Forward Plan.</p> | F&S | All | All | Catherine Meek Deputy Borough Secretary Tel: 01753 875011 | | Overview and Scrutiny (TBC) | | √ |

AGENDA ITEM 11

By virtue of paragraph(s) ~~3 of Part I of Schedule 12A~~
of the Local Government Act 1972.

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