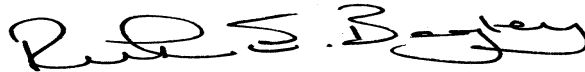


Date of issue: Wednesday, 3 September 2014

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Nazir (Chair), Smith (Vice-Chair), Bal, Chahal, N Holledge, Malik, Pantelic, Rana and Usmani)
<b>DATE AND TIME:</b>	THURSDAY, 11TH SEPTEMBER, 2014 AT 6.30 PM
<b>VENUE:</b>	MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	SHABANA KAUSER 01753 787503

NOTICE OF MEETING

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



**RUTH BAGLEY**  
Chief Executive

AGENDA

PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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Apologies for absence.

**CONSTITUTIONAL MATTERS**

1. Declaration of Interest

*All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 –*

**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

*3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.*

*The Chair will ask Members to confirm that they do not have a declarable interest. All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.*

2. Minutes of the Last Meeting held on 9 July 2014 1 - 6

**SCRUTINY ISSUES**

3. Member Questions

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

4. Transactional Services Update - April 2014 to August 2014 7 - 32 All
5. Financial and Performance Report - Quarter 1 2014/2015 33 - 106 All
6. Car Parking Policy in Slough Town Centre 107 - 110 Central; Chalvey; Upton
7. Forward Work Programme 111 - 116 All
8. Attendance Record 117 - 118
9. Date of Next Meeting - 11 November 2014

**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. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.



**Overview & Scrutiny Committee – Meeting held on Wednesday, 9th July, 2014.**

**Present:-** Councillors Nazir (Chair), Smith (Vice-Chair), Bal, Chahal, N Holledge, Malik, Pantelic, Rana and Usmani

**PART I**

**7. Declaration of Interest**

Councillor Bal declared a personal interest in that a family member was employed by Slough Borough Council.

Agenda item 5 – Aspire for You: Councillor Smith declared that he was an employee of East Berkshire College.

**8. Minutes of the Last Meeting held on 17th June 2014**

**Resolved** – That the minutes of the last meeting held on 17<sup>th</sup> June 2014 be approved as a correct record, subject to Councillor Bal's apology for the meeting being noted.

**9. Member Questions**

None were received.

**10. Leisure Services Strategy**

The Assistant Director, Community and Skills, reminded Members that in March 2014, Cabinet had agreed to the establishment of a task and finish group to review the evidence and options for leisure provision within the town with the aim of bringing a strategy to Cabinet in summer 2014.

A wide range of evidence and information was considered including:

- Current evidence base on health and physical activity of the residents in Slough
- Review of the facilities available for leisure, including parks and open spaces, private and semi-public facilities including schools
- Survey and interview information from residents relevant to leisure activities
- Case studies and examples of what works and good practice in getting residents engaged and more active.

It was noted that levels of physical activity in Slough were among the lowest in the country and the review of evidence had identified three priority groups - children, young people aged 16-25 and women. Despite an adequate provision of facilities, Slough had the 10<sup>th</sup> least active population in England.

## Overview & Scrutiny Committee - 09.07.14

The working group considered examples of good practice from other areas and established that the most successful interventions over the longer term maintained a strong focus on younger people and families to influence habits for life and change behaviour. Comparisons with other local authorities' found similar issues of low participation, which indicated that while good facilities were clearly important, programming activities must complement providing good facilities to reach people who were disengaged.

Members were informed that Slough had been successful in securing £195,000 funding from Sport England for a programme called Community Sport Activation Fund (CSAF). The programme would bring together the Council and other local partners to provide activity programmes for over 14s and women in priority wards across the Borough.

It was brought to Members attention that following the review of all evidence, the working group had concluded that a dispersed leisure strategy (facilities distributed around the town) was preferred to a centralised strategy (facilities all on one site). This approach would enable a greater connection between facilities and capital investment and targeted programmes to engage local people and run activities in a wide variety of venues.

It was proposed within the strategy that the ice arena be retained with improvements made to the building as the venue was successful in attracting female users and young people – two of the Council's target audiences for physical activity. The site would be extended to give it a presence on the A4 and would include additional features such as a climbing wall to improve the use of the centre and its financial viability. Refurbishment costs were estimated to be £3.5million.

Details of the next steps to implement the strategy were highlighted, with the strategy being considered at a meeting of Cabinet on 14<sup>th</sup> July 2014.

A number of points were raised in the ensuing discussion, including:

- *Future plans for the Montem Leisure Centre (MLC) site when demolished and where it was proposed that the swimming pool would be located.* It was noted that once an alternative site had been identified for the location of the new swimming pool, the Montem site would be disposed of; with the potential of housing development taking place at the site. Various locations, including the former Arbour Vale school site, were being considered as locations for the new pool. In response to specifically whether the Haymill area had been considered as an option, Members were informed that good accessibility to the site was essential both by public and private transport and that on this basis the Haymill area had not been considered as an option.
- *Factors for inactivity in the communities.* It was noted that a number of issues contributed to low participation which were linked to socio-economic and cultural reasons. A range of activities were planned to encourage greater participation by families.

## Overview & Scrutiny Committee - 09.07.14

- *Funding for the proposed new leisure activities.* Members were informed that there was a potential for investment from leisure contractors as the leisure contract was due for renewal from 2017. £195,000 external funding over a period of three years was awarded by Sport England for a programme called Community Sport Activation Fund.
- *How improvements would be measured.* The key overarching measure would be an increase in the number of adults and children who were more physically active. Targets underpinning this measure would include:
  - i) 5% reduction in inactive adults (32.5% in 2018, 37.6% in 2013)
  - ii) 1% reduction in children who were reported as overweight or obese in reception and at year 6 in the highest rate wards
  - iii) 5% reduction in residents who report their day to day activities are limited by a life long illness or disability.
- *Whether the timetable for implementation of the new leisure strategy was realistic.* The Assistant Director assured Members that a location for the swimming pool would be identified by October 2014, when a report would be submitted to Cabinet. Whilst every effort would be made to adhere to the timetable for the implementation of the Leisure Strategy, procurement remained a challenge, with a new leisure contract due in 2017. An updated strategy and plan for revenue and capital investment would be considered by Cabinet in December 2014, with work starting on developing the specification for the leisure facilities operational contract beginning in January 2015.

The Committee emphasized the importance of ensuring that the new facilities catered for the needs of all communities within the Borough and the need for clarity and accuracy on the financial implications of the implementation of the strategy.

**Resolved** – That the report be noted and the Assistant Director, Community and Skills, to verbally report the comments of the Committee to the Cabinet meeting on 14<sup>th</sup> July 2014.

### 11. **Aspire For You**

Samina Hussain, Employability Development Manager, provided an overview of progress made in the delivery of the 'Aspire For you' component within the Aspire delivery model. The partnership supports residents, young people, business and employed learners to access effective training and learning solution that lead to sustained employment. A range of activities were being carried out to streamline and collaborate in the delivery of employment support, with a view to avoid duplication and unnecessary competition between providers.

## Overview & Scrutiny Committee - 09.07.14

It was noted that over the last eighteen months, demand from the unemployed to have access to support in gaining employment had steadily increased. Changes in the benefits system had contributed to a change in client profile, with an increase in those with multiple barriers to employment including mental health problems, addiction or learning disabilities. Members were informed that the Council currently held weekly two hour job clubs at Slough Library, Britwell Centre, Thomas Gray Centre and Longwood Towers (Langley).

It was brought to Members' attention that innovative work was being undertaken to support business start ups with events such as three day business start up course, business skills training courses, inspirational networking evenings and business mentoring and support. Since July 2012, over 300 individuals had been supported through the work undertaken by the service's Community Business Adviser. It was noted that a number of struggling businesses had been provided with extra support which included help with business plans and organisation of networking events.

In response to how the information regarding support and advice available was communicated to residents and individuals, Members were informed that details were publicised in the Adult Community Learning Brochure, libraries and the Council's website.

A Member questioned how many individuals were successful in gaining employment having been through the various schemes. The Employability Development Manager informed Members that Key Performance Indicators were used to monitor and measure the effectiveness of schemes and that 34% of individuals had managed to secure sustainable employment. It was explained that those individuals who had been through the system and had not obtained employment were offered further advice and support, including mentoring and volunteering roles.

Committee Members welcomed the range of activities and programmes that were in place to support those with low skill levels to secure long term employment.

**Resolved** – That the range of activity to support the low skilled and those who are unemployed to gain new skills and secure employment and to support those who wish to start and sustain their own businesses be noted.

### 12. Forward Work Programme

Details of the work programme for the forthcoming municipal year were outlined. It was suggested that a joint meeting be arranged with the Health Scrutiny Panel to discuss the Childhood Obesity Follow Up item scheduled for January 2015.

## **Overview & Scrutiny Committee - 09.07.14**

**Resolved** – That the Forward Work Programme be noted and the possibility of a joint meeting with the Health Scrutiny Panel in January 2015, to discuss Childhood Obesity Follow Up, be explored.

### **13. Attendance Record**

**Resolved** – That details of Members attendance be noted, subject to the inclusion of Councillor Bal's apology for non-attendance for the 17<sup>th</sup> June 2014 meeting.

### **14. Date of Next Meeting - 11th September 2014**

The date of the next meeting was confirmed as 11<sup>th</sup> September, 2014.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.00 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 11<sup>th</sup> September 2014

**CONTACT OFFICER:** Roger Parkin – Strategic Director Customer and Community Services  
(For all enquiries) (01753) 875207

**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**PROGRESS ON THE THAMES VALLEY TRANSACTIONAL SERVICE CENTRE (APRIL 2014 – AUGUST 2014)**

1 **Purpose of Report**

The purpose of this report is to update Overview and Scrutiny Committee members on the progress of the Thames Valley Transactional Service Centre Partnership with arvato for the period April 2014 to August 2014.

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

The Committee is requested to note the progress made within the reporting period.

3 **Community Strategy Priorities**

The partnership relationship continues to develop and work towards achieving the ambitions of Slough Borough Council (SBC).

- arvato have undertaken significant organisational changes over the last 9 months to better allow the pursuance of additional business within the Thames Valley region. We are expecting additional development opportunities during 2015 and will update accordingly. A number of bids are in the pipeline but because of commercial confidentiality no further information can be made available at this time.
- As an example of the continued commitment to the young people of Slough, arvato are expecting to retain approx 50% of the recently ended 2014 NVQ's in full time roles and are of course in the process of bringing on a further 10 NVQ roles via the Councils framework as outlined below.
- Having now embedded our Contact Centre business in Slough, arvato are looking to formalise a recruitment strategy to better engage with the local community to fill a number of roles in our business. Circa 50 temporary positions will shortly be advertised to deliver our private sector seasonal activities which will offer flexible and attractive terms appealing to a cross section of the Slough workforce.
- arvato continues to actively support Slough Aspire. As a fully paid member we have a permanent member on the Aspire board and provide funding and charity support as well as specific resource expertise in an effort to encourage business growth across Slough.

- At the end of March 2014, arvato relocated their UK Head quarters to the borough of Slough bringing with them a number of private sector operations and in excess of 100 permanent jobs working within the private sector as well as a number of corporate positions at both senior and junior level.
- Two Neighbourhood Benefit Advisors have been appointed. Their role is to ensure the maximisation of benefit take up, not just housing benefit but all other welfare benefits, across the borough by providing a more local accessible and tailored service. They will also assist housing services in terms of housing benefit applications

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

In September 2012, arvato UK's public sector team in Slough launched a pioneering apprenticeship scheme in partnership with Slough Borough Council. Apprentices were selected from the local area to study for NVQ Levels 2 and 3, and to train in different areas of the business. Once they have completed their apprenticeship, arvato then supports them in finding permanent posts by providing workshops on job search, CV writing and filling out application forms, and interview skills.

To date, 10 apprentices have enrolled on the apprentice scheme, which lasts 12 months. Young people selected for the apprenticeships training are those who perhaps consider themselves unsuited to undertaking conventional training and study. The arvato project provides these students with a positive alternative; one which focuses on IT, literacy and numeracy skills, and also on key workplace skills such as communication (verbal and written), attendance and time-keeping.

A structured training package of tasks has been designed to ensure apprentices continually broaden and strengthen their existing skills, and develop new ones. Support and motivation are also part of the scheme to help the apprentices organise the next step on their career ladders.

It is envisaged that by the end of their apprenticeship, the trainees will be equipped with a wealth of transferable employment skills, along with an invaluable route plan for their future.

There is no guarantee of a job within arvato at the end of the apprenticeship. However, trainees will be able to demonstrate the knowledge and competency acquired to potential arvato departments, and will therefore be in an excellent position to take advantage of any openings that do arise.

As part of the 10 year partnership agreement, arvato have a contractual obligation to create apprenticeships for a total of 117 people. The profile for the 10 years is as follows.

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
Apprentice posts	6	6	6	9	10	11	15	16	17	21	117

## Progress to date:

### Year 1 (2012 / 2013)

A total of 5 apprentices were employed by arvato. Four apprentices were placed onto NVQ level 2 and one on NVQ Level 3. The apprentices were based in Rent Accounts, Benefits, Cashiers, Transactional HR and Logistics and all successfully completed their NVQ level 2 qualifications.

Out of the five apprentices, one obtained a permanent position in Revenues and Benefits, one was placed in a fixed term position in the SBC HR department, one started their Association of Accounting Technicians (AAT) course at College, another took on an apprenticeship with an engineering company and the remaining apprentice was placed in Transactional Finance

### Year 2 (2013 / 2014)

A total of 5 apprentices were employed by arvato. The apprentices were placed in Transactional HR, Revenues & Benefits, Transactional Finance, Logistics and Customer Service Centre.

To date, one has been employed in Customer Services internally and another has moved on to a permanent role externally after successfully completing his NVQ training with arvato. However the cohort for this period has only just been completed and may lead to further permanent positions being offered

### Year 3 (2014 / 2015)

A total of 10 apprentices will be employed by arvato. The apprentices will be placed in various sections such as, I.T, Corporate HR, Customer Services, Finance, Logistics, and Transactional HR & Payroll.

Against the contractual commitments, at the end of year 3 following the appointment of 10 new apprentice placements, arvato will have employed 20 apprentices in total therefore exceeding their contractual commitments to date.

## 5 **Other Implications**

### (a) Financial

The partnership presents a number of opportunities for SBC which will be realised over the 10 year contract period.

Some of which include:

- Increased council tax collection rates
- Increased business rates collection
- Potential income generation project relating to Business Rates for the borough
- Improved Customer Contact which should lead to improved collection rates and improved customer service.
- Improved access to welfare benefits for Slough residents (which will lead to an increase in disposable income which may be spent in Slough)
- Improved IT functionality which may lead to better service provision
- An ambitious service improvement programme which will develop the Council's ICT Infrastructure as well as provide improvements for all services in scope.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	The contract was reviewed in December 2013 to take into consideration additional council services: ICT and Customer Services which have provided further opportunities to the Council.	Change control procedure in place to allow flexibility within the contract.
Property	arvato have now leased their own headquarters on the Farnham road - which therefore limits any risk to the council	Opportunities for SBC to utilise meeting rooms available at Phoenix 1 - and host events in partnership with arvato
Human Rights	Not applicable.	
Health and Safety	Dedicated Corporate Health and Safety service in place to support arvato.	
Employment Issues	All staff delivering Transactional Services were successfully TUPE'd over to arvato with existing Terms and Conditions - with no redundancies and this remains the current position 3 years into the partnership	
Equalities Issues	N/A	
Community Support	Arvato UK Headquarters based in Slough	Working with various agencies in the borough – Slough Mobility, Board member of ASPIRE, apprenticeship appointments, and employment opportunities for residents in the borough
Communications	A joint partnership working group established.	Access to a wider communications network allows the Authority to benefit from more positive exposure, marketing and promotion.
Community Safety	Neighbourhood Benefits Officers provide a more locally accessible and tailored service, and will be supported by the introduction of a Income maximisation strategy for customers	As a member of the ASPIRE board – additional work is being undertaken to support community projects.

Financial	Pricing model, KPI framework and Payment Mechanism relating to the partnership is contained within the contract and this has now been updated to incorporate Phase 2 services.	Contract flexibility allows SBC to annually review the Payment Mechanism and increase key financial drivers for the council - through increased collection rates and effective management of aged debt. The partnership further allows for discreet projects to explore income generation opportunities.
Timetable for delivery	The partnership is contracted for a period of 10 years from 1 <sup>st</sup> April 2012 – March 2022. Phase 2 (ICT & Customer Services runs concurrent with the original contract term)	
Project Capacity	Not applicable - this is not a project.	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for an Equalities Impact Assessment.

(e) Workforce

Approximately 100 staff were TUPE'd successfully as part of the procurement process on existing terms for Phase 1 services. A further 98 staff were successfully TUPE'd as part of Phase 2. All staff continue to be fully engaged in service improvements and training opportunities to further improve their skills, which will ultimately deliver more efficient and effective services to the residents of Slough.

**6 Supporting Information**

6.1 The partnership is now into its third contract year and continues to focus on stabilising all services in scope and to ensure that the contract deliverables are met.

During the course of the last 2 full contract years and now its third year the contract has:

- Successfully transitioned all services in scope of phase 1 – Year 1
- Successfully transitioned all services in scope of phase 2 – Year 2
- Provided the much needed transitioning support relating to Transactional financial, Transactional HR, ICT and Customer Services for the outsourcing of the Cambridgeshire Education Contract - Year 2
- Reviewed the targets and suite of Key performance indicators relating to Phase 1 services – Year 2/3

- Reviewed the original contract and incorporated a Deed of Variation which sits alongside the original contract incorporating both ICT and Customer Services. – Year 2

## 6.2 Progress in the reporting period

The arvato Site Director responsible for overseeing the partnership - Peter Schriewersmann has moved on within the arvato Bertelsmann Group with effect from August 1<sup>st</sup> 2014 and has been replaced with an interim Head of Operations - Kevin Hales.

Kevin Hales will remain in post for a period of 3-4 months whilst arvato undertake recruitment for a permanent Site Director replacement.

### Services in Scope

#### **Revenues and Benefits**

This service area consists of Council Tax, Business Rates and Housing Benefits

For this reporting period the service has undertaken the following key activities:

- Year End activities
- Implementation of Boundary Changes for the Britwell Parish
- Changes to Business Rates discounts and Reliefs as per government legislation
- Increased recovery for Council Tax and Business Rates

#### Key performance reporting of this period

(Appendix 1 provides the full monthly performance for this period)

- arvato completed the year end activities, successfully, including uprating all benefit claims, notifying Customers, applying the new Council Tax and Business Rates charges and dispatching bills in time for a 1<sup>st</sup> April instalment.
- The Britwell boundary changes were confirmed to SBC very close to the year end deadline. This resulted in a detailed piece of work being undertaken by arvato which involved billing the residents that were no longer part of the Britwell parish, as the Valuation Office Agency had to apply the new charges, all benefit cases had to be reassessed and the correct bills dispatched. The bills were dispatched to residents with the correct charge and benefits applied by the middle of May, still giving residents 10 instalments running from June 2014 to March 2015.
- Business Rates has been subject to a large amount of activity due to changes in legislation regarding discounts and reliefs which was issued by the Department for Communities and Local Government (DCLG) just before main billing. The impact of these changes affected the retail relief, reoccupation relief and required changes to the Small Business Rates relief which meant all of the accounts had to be examined and recalculated. Many of the accounts had to be examined manually to issue the correct bills. This was achieved and correct bills were issued in time for 1<sup>st</sup> April instalments.
- Due to legislative changes, Business Rates are now required to offer Business Rate payers 12 instalments in order to pay their Business Rates. As a result of this legislative change many of the large payers have opted to choose this option. This has meant that nearly 25% of the total debt is spread over 12

months instead of 10 month as was the case last year. Due to this payment option now being made available it is difficult to compare year on year collection month by month as there cannot be a like for like comparison of 12 month collection profiles compared to a 10 month collection profile as at last year. The collection figures continue to be monitored robustly and it is estimated that monthly collection is on par with the 2013 /14 profile.

- The collection of Council Tax remains at its highest priority for the Council and this has become even more pressing as the council continues to face significant financial pressures. To ensure that the Council's priorities remain at the heart of the partnership, an agreement has been made with arvato to increase recovery action for non paying residents. This has resulted in an increase of reminders, final notices and court summons being issued in order to secure the debt with an overarching aim of increasing the in year overall collection. The impact of increasing the recovery action has inevitably led to increased volumes of correspondence which arvato are working hard to achieve within the 10 day performance target, however this still proves to be challenging to achieve.
- Due to end of year activity, the turnaround times for Housing Benefits at the beginning of the financial year are generally higher then any other period. This is because the dispatch of Council Tax bills in April makes Customers query their charge and where appropriate apply for Housing Benefits and Council Tax Support all at the same time. On analysis performance normally evens out during the period of June / July as the team catch up with the major influx of work.

However for this reporting period the turn around times are running higher compared to last year. With processing new claims from April to July taking 2.5 days longer than this time last year although changes in circumstances for this reporting period are actually slightly improved taking 2 days less against July 13 at 12.10 days. The focus of management team has been on the agreed delivery the Council's key Council Tax collection priority as well as impacts of a high volume year end but plans are in place, with assistance of Jackie Adams, to bring us back in line with targets during the remainder of the year.

#### Review of KPI's - Revenues and Benefits

- One of the key benefits of the Contract is the flexibility to review the performance targets annually to ensure that the Council's priorities continue to be the driving force of the partnership coupled with data analysed throughout the year during the base line period to put into place deliverable and achievable targets.
- This has been particularly the case for Council Tax Collection targets as the council focuses to drive up the collection rates to maximise income to bridge the gap of central government funding.
- Taking into account the increasing financial constraints faced by the Council, legislative changes and the impact of welfare reform on council residents, the Key performance targets for Council Tax and Business Rates Collection have been notably amended to reflect this whilst keeping the Benefit KPI targets as is.

## **Transactional Finance**

**(Appendix 1 provides the full monthly performance for this period)**

This service area consists of Accounts Receivable, Accounts payable, Cashiering, Financial Processing and Rent Accounting.

For this reporting period the service has undertaken the following key activities:

- Joint working with the Council's procurement and Finance team to implement the council's NO PO NO PAY policy to ensure that we process and pay invoices at a much speedier and efficient rate.
- Supporting the financial requirements for the outsourcing of the Cambridgeshire Education Contract including working to set up the BACS Payment solution, finalising the procedures on how they will work with our Purchase to Pay team and agree the processes on how to manage sundry debts.
- The team continue to work closely with the Council's corporate finance team to manage debt owed to the council, pursue vigorous recovery on monies owed. As well as ensuring the financial reporting is provided to allow cost centre managers to stringently monitor service budgets.

### Key performance reporting of this period

- The service continues to consistently deliver against the performance targets set
- The debt collection targets remain similar to last year
- Invoices paid within 30 days still requires significant improvement within the council. This remains subject to monthly reporting to the Section 151 Officer who's management team are working closely with Cost centre managers and corporate finance continue to address this.
- Rent accounting remains up to date
- arvato continue to make all attempts to recover former tenants arrears including tracing wherever possible despite the fact that traditionally former tenant arrears are hard to collect once the tenant has moved on

### Review of KPI's - Transactional Finance

- All targets relating to transactional Finance have been finalised and agreed.

## **Transactional HR**

**(Appendix 1 provides the full monthly performance for this period)**

This service area consists of recruitment, payroll and pensions provision

For this reporting period the service has undertaken the following key activities:

- Implementation of the LGPS 2014 CARE Pension Scheme with the payroll system
- Support for the Council and Cambridgeshire Education partnership to incorporate the new payroll provision
- Joint working with the Council on the Workforce Strategy recruitment & retention programme for Children and Young People - with very successful recruitment outcomes
- Year End return certificates for Teachers Pensions, collated, validated and the return submitted for both SBC and Cambridgeshire Education
- Payroll support for all staff working on the Elections completed successfully
- Legislative changes relating to Auto enrolment of staff onto the councils pension scheme.



- The team is currently working closely with Strategic HR to reshape the provision of service and continue to work in consultation with departments to consider the current service provision under a programme of 'Reset, relaunch and Jointly'

#### Key performance reporting of this period

- The service continues to consistently deliver against the performance targets set

#### Review of KPI's - Transactional HR

- Work is currently underway with Strategic HR to review the Suite of KPI's relating to Transactional HR

### **Logistics**

**(Appendix 1 provides the full monthly performance for this period)**

This service area consists of Document Image Processing, Postal Services and administration of the corporate archiving policy.

For this reporting period the service has undertaken the following key activities:

- Additional postal provision to support the Elections period

#### Key performance reporting of this period

- The service continues to consistently deliver against the performance targets set

#### Review of KPI's - Logistics

- All targets relating to the Logistics Service have been finalised and agreed and Mystery Shopper activities have been incorporated to validate performance

### **Customer Services**

**(Appendix 1 provides the full monthly performance for this period,**

**Appendix 3 provides more detailed report on Customer services progress)**

This service area consists of Front of House, Call Centre, Local Access Points and Reception at St Martins Place.

During the reporting period the service has been engaged with the following activities:

- Restructure of the service - in readiness for the relocation of the call centre to Phoenix 1 - arvato UK head quarters on the Farnham Road.
- Work is underway to replace the ACD telephony system for the call centre
- Implementation of the new IV Log queue management system for the Front of House
- Liaison and sharing good practice with arvato's Private Sector Clients also based at Phoenix 1
- Additional recruitment in the Service centre of 4 fixed time posts to provide resource and resilience to the service.
- Ongoing support for the Council Tax Recovery process.

#### **Key performance reporting for this period**

- The KPI's for year 1 of this part of the contract are being baselined until December 2014
- The targets for this suite of KPI's (as per the contract) were negotiated and agreed based on the previous two years performance whilst still under the management of SBC

- arvato are working to improve this performance and though the performance is not yet stable we can see improved performance in the contact centre which with the new telephone system due in September will help stabilise and improve performance further
- Turnaround times at the front of house are also improving but again remain unstable as the service continues to accommodate council service requests and deliver against the service improvement programme of activities. It is anticipated and understood that the step change in performance across the service are dependent on a number of service improvements related to a new Customer Relationship Management (CRM) System being considered for 2015 and the introduction of the IV Queue management system introduced in April 2014 and currently being implemented to enable more accurate reporting. For now the priority focus for the service remains to stabilise existing the performance which will take some time

## **ICT**

This service area consists of IT Service Desk, Technical Infrastructure, Pc & Network Support, Server, Database & Application Support services.

For this reporting period the service has been involved with the following key activities:

- ICT Support for the Council's Election process in terms of new equipment.
- Implementation of 42 Member IPADS including 1-2-1 training with all members on the use of the IPADS.
- Implementation of additional SAN storage capacity (Nimble) to support implementation of Council-wide document management system
- Design and Implementation of the Slough Regeneration Website.
- Initial meetings have taken place to identify the process relating to the ICT Contract novations project - which will inevitably lead to arvato having direct contracts with the ICT Suppliers with the additional flexibility to explore more cost efficient software provision wherever possible.
- Support for the Council's Accommodation strategy and ensuring that all phased moves are executed smoothly
- Solution design activities relating to new thin client upgraded infrastructure and Windows XP migration

### **Key performance reporting for this period**

- Prior to the transfer of ICT to arvato there were limited formal performance targets in place. At the point of transfer indicative performance targets based on National standards were introduced and subject to a 12 month baseline period - due to be completed by December 2014.
- arvato have confirmed that the tools to measure the performance of the ICT targets are not as of yet in place and efforts are being made right now to ascertain what data can be produced from the existing systems.

### **6.3 Service Improvement plan**

The Programme Management team are currently working to ascertain a baseline position of all service improvements that sit within scope of the partnership and it is anticipated that this will be completed by the end of September 2014.

- arvato have employed 2 new Project Managers to assist in providing project management expertise for the programme of activity.

- A project manager has been appointed for the digital mail room and Back scanning project - the project documentation relating to this is currently being drawn up for the council's consideration.
- Paperless Direct debit for council tax and business rates for telephone customers has now gone live for the back office service.
- Project manager has now been assigned and the Curve Project has now started.
- The Accommodation strategy project is now underway and being supported by arvato

***Appendix 2 provides a snapshot of the programme overview detailing the current position of the priority Service improvements - as agreed with the Council***

#### 6.4 **Partnership Governance Framework**

The Governance Framework continues to act as the main vehicle for performance reporting and escalation within the partnership. Due to the various changes in personnel and the additional services in scope of the partnership – the make up of the various board members will be reviewed within the next reporting cycle.

In addition to the main Governance structure as reported to members in previous reports the introduction of the Corporate Information Governance board will oversee the delivery of the Council's IT Strategy, Information Governance Improvement Plan and to sign off and approve the IT work programme ensuring that resources are directed at priority projects that support the delivery of the Council's Strategic Objectives.

#### 7 **Comments of Other Committees**

None.

#### 8 **Conclusion**

The Committee are asked to note the progress made by the partnership and acknowledge the considerable amount of work undertaken by both arvato and the Council during this time.

The partnership continues to focus on the development of a successful Thames Valley Transactional Service Centre which has the ability to:

- Maximise income
- Raise and respond to community and customer expectations whilst improving performance
- Improve access to jobs
- Improve use of resources and streamlining processes
- Provide efficiencies and improvements to the Council

#### 9 **Appendices Attached**

Appendix 1 – KPI Performance Report

Appendix 2 – SIP Summary

Appendix 3 – Customer Service progress report

#### 10 **Background Papers**

None.

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KPI Performance Overview							
KPI	Description	Target	April 14	May 14	June 14	July 14	Comments
<b>REVENUES &amp; BENEFITS SERVICES</b>							
BR2	Main annual billing run achieved on time.	99.00%	N/A	N/A	N/A	N/A	
BR3	Issue bills through year against stated timescales	99.00%	100.00%	100.00%	100.00%	100.00%	
BR18	Completion of appropriate Court Dates	99.00%	100.00%	100.00%	100.00%	100.00%	
BR30	Completion of statutory Government returns	99.00%	100.00%	100.00%	100.00%	100.00%	
BR32	Valuation list updates completed within 14days	97.00%	100.00%	100.00%	100.00%	100.00%	
BR33	Accurate changes in bandings and valuations	99.00%	100.00%	100.00%	100.00%	100.00%	
L10	Council Tax in Year Collection (monthly)	TBC	12.20%	21.30%	30.00%	38.90%	
L11	Council Tax arrears Collection (monthly)	TBC	3.10%	4.73%	5.72%	6.92%	
L12	NNDR in Year Collection (monthly)	TBC	10.00%	18.80%	30.00%	38.40%	
L13a	Average time to process a Benefits Claim	20 days	28.00	29.16	27.15	25.32	
L16	Level of LA Errors	0.48%	0.11%	0.70%	0.53%	0.42%	
CT2	Main annual billing run achieved on time.	99.00%	N/A	N/A	N/A	N/A	
CT3	Issue bills through year against stated timescales	99.00%	100.00%	100.00%	100.00%	100.00%	
CT17	Completion of appropriate Court Dates	99.00%	100.00%	100.00%	100.00%	100.00%	
HB1	Accuracy HB/ Ctax Entitlement	88.00%	94.10%	97.21%	96.21%	96.45%	
HB3	Review Benefits entitlement decisions	10 Days	12.18	14.89	13.10	12.10	
HB19	Cancel and cease payment on time	99.80%	N/A	N/A	N/A	N/A	
KB38	Proactively recover overpayments	60.00%	94.35%	91.30%	90.81%	95.93%	May and June figures also corrected following investigator
HB52	Gvt Return Claim Form completed within timescales	100.00%	100.00%	100.00%	100.00%	100.00%	
User Satisfaction	BI-annual User Satisfaction measurement	85.00%	Ongoing	Ongoing	Ongoing		79.17% Benefits & 60.22% Revenues
<b>TRANSACTIONAL FINANCE SERVICES</b>							
CA2	Control all money/cash management	0.10%	0.02%	0.01%	0.01%	0.01%	
CA10	Preparation of daily bulk cash banking	99.80%	99.99%	99.99%	99.99%	99.99%	
L28	% of Debt collected within 60 days of due date	95.00%	98.45%	87.02%	91.70%	98.60%	
L29	Overall % rate of collection	96.50%	97.02%	96.04%	96.93%	97.63%	
L29b	% of unsecured debts which are more than 12 months old	8.00%	N/A	N/A	N/A		
FP10	Production of VAT reports/returns	100.00%	100.00%	100.00%	100.00%	100.00%	

RA7	Manage, control and reconcile year end process	100.00%	N/A	N/A	N/A	N/A	
<b>LOGISTICS SERVICES</b>							
MH1	Receive incoming post for delivery within 24 hours of receipt	99.00%	N/A	N/A	N/A	N/A	
MH5	Collect and process post for dispatch (RM)	95.00%	100.00%	100.00%	100.00%	100.00%	
MH7	Process PPI from Benefit	95.00%	100.00%	100.00%	100.00%	100.00%	
MH9	Process Benefit cheques within 24 hours of receipt	99.00%	100.00%	100.00%	100.00%	100.00%	
MH11	Collect and process post for dispatch (TNT)	95.00%	100.00%	100.00%	100.00%	100.00%	
MH Couriers 1	Deliver to all schools and libraries within the Borough on agreed schedule	95.00%	100.00%	100.00%	100.00%	100.00%	
MH Couriers 2	Deliver to all corporate buildings on agreed schedule	95.00%	100.00%	100.00%	100.00%	100.00%	
MH Couriers 3	Collect from and deliver to, the DX courier office on agreed schedule	99.00%	100.00%	100.00%	100.00%	100.00%	
DIP Service	Batch, scan & index docs received within 24 hours of receipt	95.00%	100.00%	100.00%	100.00%	100.00%	
<b>HUMAN RESOURCES &amp; PAYROLL SERVICES</b>							
THRP1	Input all Payroll transaction changes received by the deadline	98.00%	100.00%	100.00%	100.00%	100.00%	
THRP2	Transmit BACS payments by required deadline	100.00%	100.00%	100.00%	100.00%	100.00%	
THRP3	Transmit all submissions (electronic files and payment) to HMRC	100.00%	100.00%	100.00%	100.00%	100.00%	
THRP4	All administration for new appointments specific to work performance	98.00%	100.00%	100.00%	100.00%	100.00%	
THRP5	Payroll accuracy Errors with financial implications	99.80%	99.80%	99.80%	99.80%	99.90%	one month in arrears
THRP6	Provide payslips to all SBC staff	100.00%	100.00%	100.00%	100.00%	100.00%	
<b>CUSTOMER SERVICE CENTRE</b>							
CS1a	% of customers Ctax customers whose enquiry commenced within 10 working days	40.00%	50.00%	28.00%	50.50%	55.10%	
CS1b	% of CTS&HB customers whose enquiry commenced within 10 working days	40.00%	48.90%	31.60%	51.10%	54.50%	
CS1c	% of Housing Services customers (Homelessness) whose enquiry commenced within 10 working days	40.00%	57.90%	43.40%	53.70%	44.10%	
CS1d	% of Housing Services customers (non Homelessness) whose enquiry commenced within 10 working days	40.00%		N/A	51.10%	54.80%	
CS1e	% of Reception (General) Customers whose enquiry commenced within 10 working days	75.00%	99.30%	99.10%	97.20%	99.50%	
CS4a	FOH All Queues % of Abandon/No Show Tickets	5.00%	5.50%	8.30%	1.80%	4.00%	
CS2	Respond to Electronic contact within 10 working days, or provide a callback	60.00%			79.50%	77.00%	
CS3a	% of Ctax calls offered to the ACD answered within SLA	25.00%	13.00%	27.00%	34.00%	31.80%	
CS3b	% of CTS&HB calls offered to the ACD answered within SLA	25.00%	13.30%	23.70%	33.50%	30.80%	
CS3c	% of Housing Services calls (non homelessness) offered to the ACD answered within SLA	25.00%	14.20%	24.60%	33.50%	35.20%	
CS3d	% of Housing Services calls (homelessness) offered to the ACD answered within SLA	25.00%			N/A	N/A	Unable to report through current call routing this will be resolved once new ACD has been implemented
CS3e	% of Adult Services calls offered to the ACD answered within SLA	60.00%	60.30%	63.90%	74.90%	74.50%	
CS3f	% of Children's Services calls offered to the ACD answered within SLA	60.00%	55.20%	68.70%	77.50%	73.80%	
CS3g	% of General Service calls offered to the ACD answered within SLA	40.00%	47.50%	61.70%	59.80%	62.10%	
CS4b	Call Centre All Queues - % of Abandon calls	30.00%	29.10%	21.30%	14.60%	14.20%	
CS5	% of Blue Badge Applications with all relevant documentation submitted	90.00%			75.00%		Systems issues have prevent the accurate reporting on this KPI this is currently being looked at

CS5	% of Bus Passes supplied same day	100.00%					As above
CS6	LWP - % of applications made with all relevant documents	90.00%			90.60%	97.40%	
<b>ICT</b>							
ICT1	Service Desk Response (Abandoned Calls)						
ICT2	User Satisfaction						
ICT3	Service Desk Response (Incidents: First Line Support)	55.00%					
ICT4	Desktop IT Facilities Installation						
ICT5	Network Infrastructure Availability voice and data communications						
ICT6	Voice Network Availability Split between VOIP and analogue						
ICT7	Critical Application Availability						
ICT8	Non-Critical Application Availability						
ICT9	Non Service Desk Incident Resolution						
ICT10	Project Request Response (New Work)						
ICT11	Incidents Requiring a Visit by an IT Technician (< 4 working days)						
ICT12	Service Desk Response (Service Request: First Line Support)	>70%					
ICT13	Performance reporting						
ICT14	Secure disposal of Equipment						
ICT15	Resolution of reported incidents - Restoring services						

On target/ Achieved
Currently under target
Not achieved/ No penalty
Not achieved/ Penalty





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## Slough Partnership 18 month Service Improvement Plan - Programme Update 29/08/14

# 1. Programme overview

Ref.	Project	Notes
P1.1	Capita Academy – Implementation of customer self service modules	Baseline Planning In-Progress expected to complete by Q3 – Due Date and RAG Status to be set once the planning is complete
P1.2 & P1.3	Payment Kiosks and Civica Distribution Module	Baseline Planning In-Progress expected to complete by Q3 – Due Date and RAG Status to be set once the planning is complete
P1.6	Digital Mailroom & Back Scanning	Arvato PM assigned – 28 <sup>th</sup> July 14 Requirements meeting with Civica, SBC & arvato scheduled. Due date and RAG Status to be set once the planning is complete.
P1.9	Paperless Direct Debit	Project has gone live in back office - initial monitoring before full roll out
P1.10	Core Capita Academy module implementation	Baseline Planning In-Progress expected to complete by Q3. Due Date and RAG Status to be set once the planning is complete.
P1.11	Win 7 Upgrade	Solution Design Meeting with Solution Provider Scheduled. Project Manager Assigned 29/07/14

## 2. Programme overview

Ref.	Project	Notes
P2.1	Thin Client Environment	Lakeside Report process in-progress and results currently being reviewed. Arvato Internal Solution Design in-progress Planning Meeting held with CETUS – 17/07/14 PID (Project Initiation Document) – In-Progress
P2.2	Virtual Wintel Environment	Draft Technical Solution Document In Progress Solution Design Meeting with Solution Provider scheduled Baseline Planning In-Progress expected to complete by Q3
P2.3	Back-up Environment	Draft Technical Solution Document In Progress Solution Design Meeting with Solution Provider scheduled Baseline Planning In-Progress expected to complete by Q3
P2.4	Availability and Capacity Monitoring	Draft Technical Solution Document In Progress Solution Design Meeting with Solution Provider scheduled Baseline Planning In-Progress expected to complete by Q3
P2.5/ P2.19	Storage Project	Draft Technical Solution Document In Progress Solution Design Meeting with Solution Provider scheduled Baseline Planning In-Progress expected to complete by Q3
P2.6	Business Continuity and Disaster Recovery project	Draft Technical Solution Document In Progress Solution Design Meeting with Solution Provider scheduled Baseline Planning In-Progress expected to complete by Q3

## 2. Programme overview

Ref.	Project	Notes
P2.23	Interim Nimble	Nimble Go Live – 14/07/14 Complete
P2.24	W1 to W2	Civica Project Plan, Quote and Technical Solution Document submitted to SBC – 02/07/14 Arvato PM Assigned – 28/07/14 Capita & Arvato Quotes Submitted 01/08/14 Project Plan & RAID Log – in-progress, Go Live Date and RAG Status will be set once the plan is complete.
P2.8	Contract Novation project	Progress meeting held with SBC. Monthly progress meetings now set up and arvato commercial resources engaged in review process.
P2.25	ICT Exit Plan	Resource Assigned and Baseline Planning In-Progress expected to complete by Q3. Due Date and RAG Status to be set once the planning is complete
P2.18	Review of mobile working/ remote access provisions	Baseline Planning In-Progress expected to complete by Q3. Due Date and RAG Status to be set once the planning is complete
P2.20	Introduce Wireless networking (WiFi) in Council buildings including the Curve & LMP	Solution Design Meeting with solution Provider scheduled. Arvato PM assigned 04/08/14. Due Date and RAG Status to be set once planning is complete.

### 3. Additional pieces of work

Project	Notes
PSN Return	PSN Health Check – In Progress
Business continuity for arvato SBC operations	Resource assigned and Baseline Planning In-Progress expected to complete by 29/09/14. Due Date and RAG Status to be set once the planning is complete
PSN on-boarding	Technical Work In-Progress
Desk top replacement 3 year plan	Baseline Planning In-Progress expected to complete by Q3
Housing Insight P1(e) July return AF32830E1	Insight BI Reporting Tool installation complete P1 e report submission complete
Office Moves WR74431 and St Martins Place	June Moves Complete July Moves Complete
The Curve	IT Project Management meeting with SBC complete 29/07/14 CCTV & Security Workshop Complete with SBC, Morgan Sindall 24/07/14 Assign Arvato PM 04/08/14 Meeting with WiFi solution Provider scheduled
Accommodation Strategy	Weekly Meetings with CF Roberts and SBC In-Progress Assign Arvato PM 04/08/14 Meeting with WiFi solution Provider scheduled

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# Scrutiny Report: Customer Services Progress and Performance Overview



## Executive Summary

The Customer Service function of SBC transferred to arvato on the 1<sup>st</sup> December 2013. The objective of this report is to provide an overview on performance and service improvement initiatives post transfer and going forwards.

One of the key benefits of including customer services in the recent partnership extension was to leverage arvato's expertise in making sustainable performance improvements whilst still recognising the need to deliver a cost effective service working within tight financial constraints.

In the initial months of the partnership we have been able to draw upon experiences of our other sites to identify some immediate changes which have resulted in direct and visible improvements against what was widely accepted to be an area of concern in terms of previous performance levels. In particular the speed of dealing with customers has improved, reducing the waiting time for members of the public.

In conjunction with the immediate changes, we have also been using our SIP mechanism to progress plans on solutions such as the move to the new telephony solution and the planned 2015 implementation of a new CRM system to achieve the long term improvements the council were looking for.

Whilst we all agree there is still room for significant improvement, it was always known it would take time to deliver a real step change, however, we believe the latest performance is an encouraging indication that the team is on the right track to delivering better services to the Slough public.

Kevin Hales  
Head of Operations - Slough

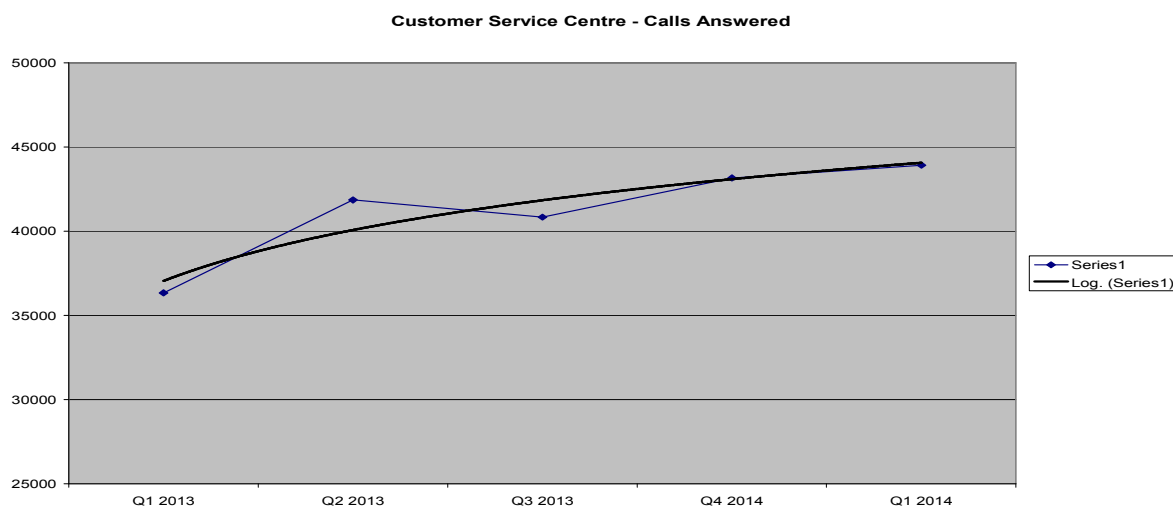
## Performance

We have continued to see an improvement in the KPI performance throughout this quarter both in the % of customers responded to within the SLA and also a reduction in the % of calls/tickets abandoned. The exception to this was an increase in the % of tickets abandoned in May which was attributed to a failure of Qmatic the contact mgmt. system.

Measurement	This Quarter (Q1 2014/15)	Last Quarter (Q4 2013/14)	Same period last year (Q1 2013/14)
<b>Call Centre</b>			
Number of Calls Offered	59,731	60,134	58,783
Number of Calls Answered	43,918	43,164	36,340
% of Calls Answered	73.00%	71.00%	61.00%
% Answered in SLA	40.80%	38.40%	26.10%
% Abandoned Not in SLA	21.80%	23.20%	33.90%
<b>Front of House</b>			
Number of tickets issued	15,602	11,112	17,777
Number of Customers Served	14,780	10,973	17,345
% of Customer Served	95.00%	98.00%	97.00%
% of Customers Served within SLA	61.90%	58.40%	44.80%
% of Tickets Abandoned	5.30%	1.30%	2.40%

## Service Activity

The service activity start of Q1 is predominately related to year end activity in a number of the service areas supported by the Customer Service Centre including; Council Tax, Housing Benefit and Rent Account. In addition we saw an increase in activity for Schools Admissions with 1800 primary school offer letters dispatched. Despite the increase activity the performance for the quarter was improved from the same period last year with the exception of the % of tickets abandoned as mentioned above.





The above graph further demonstrates the improvement in Q4 and Q1 with the higher volumes of calls answered.

## **Service Improvements**

The Customer Service Management Team has continued to work closely with Kurt Goldman as the arvato Customer Service Solution Lead on implementing service improvements within the Customer Service Centre. Listed below are a number of projects that are currently being supported.

**Reporting** – We are now in a position to report on the full range of KPI'S, the latest additions are PI1a and PI1b Complaints, CS2 Electronic contact, CS5 Blue Badge and Bus Passes. Further improvements are being made to provide additional resilience as we forge closer links with our reporting team within arvato.

**Change of service delivery FOH** – We have adopted a new customer flow after piloting the scheme in the previous quarter and have increased the number of staff available to support a variety of queries, this has been further supported with the introduction of a new contact management system, IVLog which was implemented and went live mid June, producing it's first full month reports in July.

**Centre Split** – In preparation of the relocation of the Call Centre to arvato's Head Quarter's at Phoenix House, there was a requirement to change the structure of the Customer Service Centre to support service delivery across two main sites and three local access points. A three month pilot was agreed, necessary training needs identified and supported with a number of training sessions held throughout May and June which to date has supported improved service delivery during the pilot period.

**ACD** – The project to replace the current ACD with a new solution is well underway and anticipated to be in place in time for the relocation of the Call Centre to Phoenix House towards the end of the summer. The functionality of the new system exceeds that of the current system providing integrated call recording and key management and performance information that is not readily available through the existing system.

**Training** – An annual training and induction plan have been written in line with the service improvement and delivery plan project. See attached project close report. In addition and in preparation of the impending relocation of the Call Centre and support of the new structure, we have continued to deliver cross training to staff promoting a multi skilled flexible workforce. In June 21 training sessions were run supporting 65 members of staff. In addition we are working closely with our colleagues in Revenues and Benefits, having attended training for the new paperless direct debit scheme which is due to go live this month (August)

**Email** – Improved response time on emails. The process review identified the required resource to support sustained improvement and reporting capabilities. The new process was developed and implemented within the Call Centre. KPI targets are now being met. See attached project end report.

## **Local Welfare Provision (LWP)**

Whilst the number of applicants for support through the LWP scheme has remained fairly static the value of awards has increased. We have organised and run an internal promotion within Slough Borough Council and are further supporting this through attendance at Departmental Management meetings within the council. The objective being to increase uptake of service, and extend our support of vulnerable customers within the borough. We have also engaged with Argos and the British Heart Foundation to supply goods, both new and donated to LWP applicants.

## **Election Support**

arvato are supporting SBC with the imminent changes to Elector Registration process. Whilst this is not in scope of the contract we have made a commitment to support first point of contact queries through the Customer Service Centre. As such we expect to see increased contact volumes across all sites and communication channels in response to the high volumes of letters being posted out to residents. The CSC has been working closely with Melanie Dark-Gale the Electoral Services Manager to ensure staff are well briefed on the changes in order to support first contact resolution where possible. Having spoken to our Colleagues in Chesterfield and also other Local Authorities we are expecting somewhere in the region of 10% response rate to the Invitation to Register Letters (20,000 are being sent). In addition we do expect a response to the 80,000 Letter of Confirmation, although changes have been made to the letter to mitigate. We have restricted leave and made adjustments to our resource to give us the best opportunity to support these changes, although all parties acknowledge this will have an impact on both service and KPI's during this period.

## **Channel Shift**

Kurt Goldman and Tina Hancock attend the clients Customer Service Programme Board project meetings and have recently met with Vijay McGuire, Sanjay Dhuna and Pippa Hopkins to share the service taxonomy method we are using to capture customer contact channels against service type. The document has been shared with the Council with an aim of being cascaded out to other service areas to assist in capturing access methods to service as a starting point for channel shift.

## **Client Support**

arvato have continue to support projects run by the Council, namely the Customer Service Programme Board and Open for Business projects. Through our attendance within the Customer Service Programme Board, we have further undertaken an exercise to capture the contact methods in relation to service activity for the services supported by the Customer Service Centre.

## **Service Summary**

The Customer Service team has continued its journey of change and is progressing with both the Service Improvement and Delivery Plans. There are a number of projects that we are recommending are closed due to being complete with standard business practice adopted. We have continued to see improvement in performance against the KPI's and also in the percentage of contacts responded to, as demonstrated above.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 11<sup>th</sup> September 2014  
**CONTACT OFFICER:** Joseph Holmes; Assistant Director, Finance & Audit & s151 Officer  
**(For all enquiries)** (01753) 875358  
**WARD(S):** All

**PART I**  
**FOR COMMENT AND CONSIDERATION**

**FINANCIAL & PERFORMANCE REPORT – QUARTER 1 2014-15**

**1 Purpose of Report**

- To provide Members with the latest forecast financial information for the 14-15 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2014-15
- To summarise the Council's performance on 'Gold' projects during 2014-15
- To identify any changes to the Council's capital programme

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

The Committee is requested to scrutinise and comment on the following aspects of the report:

- a) Recommendations to Cabinet meeting on 15<sup>th</sup> September 2014 to resolve the following changes to the capital programme:
  - ii) Investment of £50k in the Municipal Bonds Agency
  - ii) Increasing the budget for an Extra Care Housing scheme over the existing budget in 2014-15 by £400,000 and £500k in 2015-16, with £805k of funding coming from Adult Social Care grant
  - iii) Inclusion of a previously approved traffic light scheme that was funded from a revenue reserve to be included in the capital programme
  - iv) Cabinet is requested to approve the virements and write offs contained within this report
- b) To note the transfer of funds from the NHS to the Council in respect of the Better Care Fund
- c) To note the current financial forecast position, balanced scorecard and update on Gold projects.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Corporate Plan**

The Slough Joint Wellbeing Strategy (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

3a. **Slough Joint Wellbeing Strategy Priorities)**

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

**Corporate Plan 2013/14**

The report helps achieve the Corporate Plan objectives by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and Gold projects reporting, and in delivering the Council's budget in line with the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

The one specific item to bring to Members attention is the increase to the capital budget. Per the Council's constitution (part 4.6, section 7) any increase to the capital programme over 10% or £250,000 of a current scheme must be approved by Cabinet subject to the following three items. These have been considered to show that these respective approvals have occurred:

<i>Constitution</i>	<i>Investment in Municipal Bonds - £50k</i>	<i>Increase of existing extra care housing capital budget</i>	<i>Inclusion of traffic light scheme</i>
<i>1) No increase to the underlying revenue cost of the capital programme</i>	<i>Agreed – funded by the anticipated returns to the Treasury Management strategy and the risk mitigation around any losses to the £50k such as the agency having raised its expected capital requirement to create the agency</i>	<i>Agreed – funding to be sourced from ASC grant funding of £805k of the total £900k. The residual £95k will be added to the capital programme for 2015-16 for approval</i>	<i>Agreed – funding already in place; no increase in borrowing as capital programme is forecast to be 80% spent as so the revenue budget envelope for the programme will not be exceeded. Also mitigated by utilising the</i>

			<i>existing revenue reserve is required.</i>
<i>2) approved by CSB, s151 officer and commissioner</i>	<i>Agreed</i>	<i>Agreed</i>	<i>Agreed</i>
<i>3) Is reported to Cabinet</i>	<i>This report</i>	<i>This report</i>	<i>This report</i>

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial – extra care housing	Nomination rights to the extra housing scheme	Revenue savings in future years via Extra Care housing of £500-600k per annum to be included in the MTFS
Municipal bonds agency		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

None

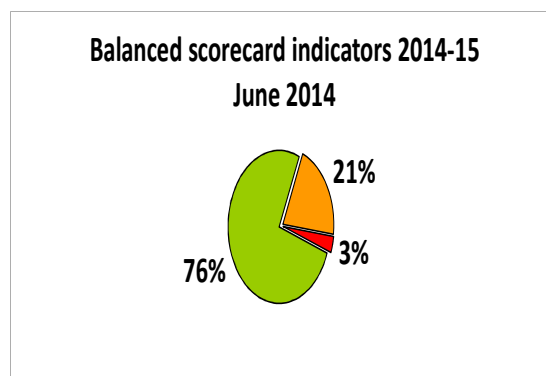
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

## 5 Supporting Information

5.1 The Council is forecasting overspend of £0.98m as at month 3. Without remedial action this will have a significant impact on the Council's General Reserves. However, at this stage of the year the Council should be able to take appropriate action to ensure that this position is mitigated in full or in part by the end of the financial year. This is a deteriorating position compared to month 2 when the Council reported potential £0.6m overspend. The main area showing budget variances is the Adult Social Care and Health Partnerships with a forecast overspend of £595k. In period 2 this service area was predicting a breakeven position. The Council is anticipating spending 80% of its revised capital programme for 2014/15.

5.2 The latest position for the Council's balanced scorecard demonstrates that at the end of June 2014 the Council's performance is as below:

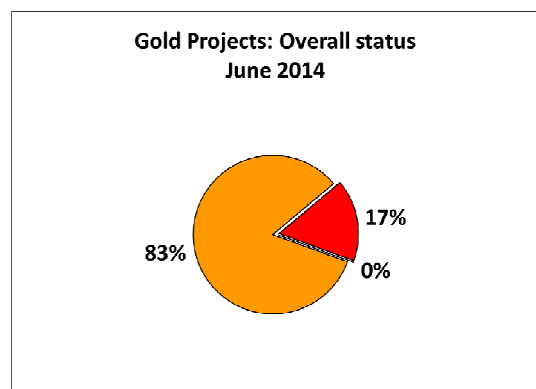


5.3 Key areas of noteworthy concerns flagged as 'Red' status are:

- Percentage of Single Assessments completed and authorised within 45 working days (in month).

5.4 One new indicator was added this month to the Council's balanced scorecard for 2014/15. Number of families placed in Bed & Breakfasts (B & B's).

5.5 The summary of the six Gold projects as at June 2014 indicates that the overall status of five have been assessed as **Amber** and one as **Red**. None have been assessed as **'Green'**.



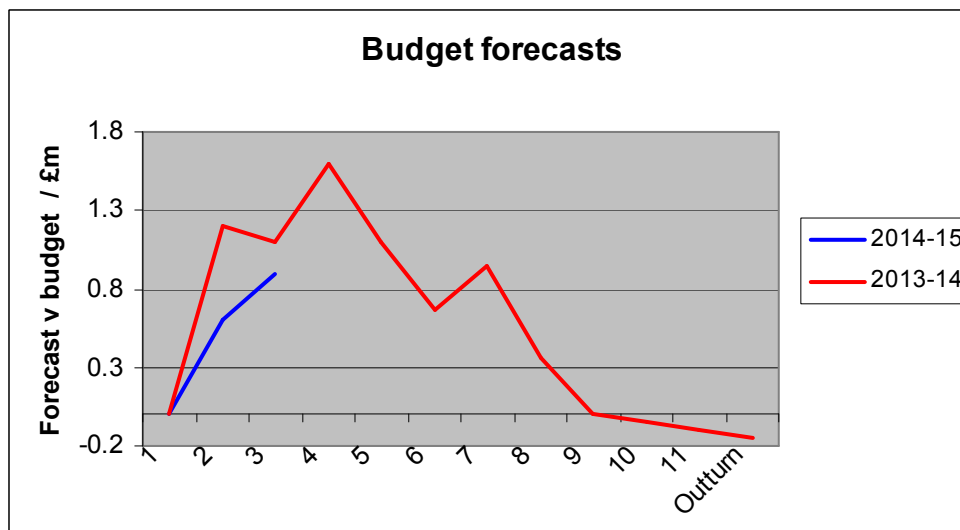
## Executive Report

### 6 Introduction

6.1 This is the first report to the Committee for the 2014-15 financial year in respect of the financial and performance position of the Council

### 7 Financial Performance

7.1 The Council is forecasting overspend of £0.98m as at month 3. The main service areas showing variation from budget is Adult Social Care and Health Partnerships.



7.2 As at June 2014 the Customer and Community Services Directorate is forecasting an over spend position of £233k, predominantly due to re-profiling in the savings target for Phase 2 of the arvato contract with £200k of the Medium Term Financial Volatility reserve to be utilised at year end to smooth out the profile of the arvato phase 2 savings.

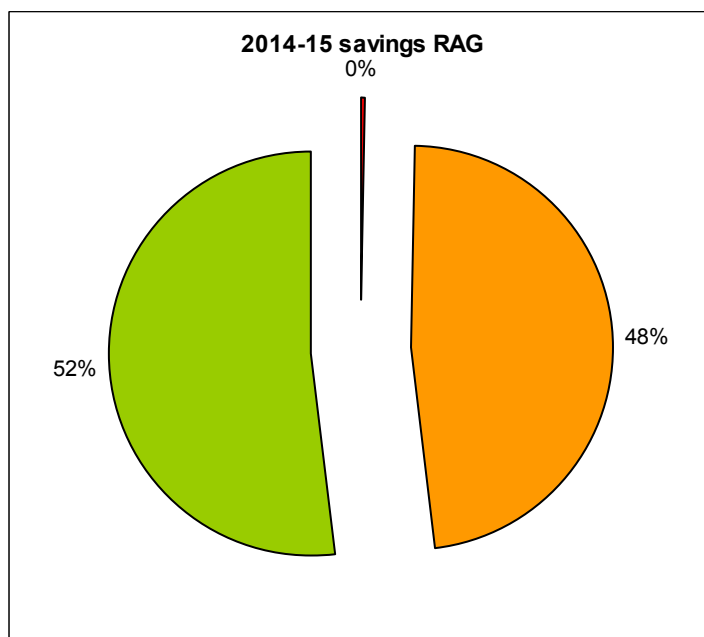
7.3 The Regeneration, Housing and Resources Directorate is forecasting an over spend position of £24k. This is due to a mix of increases in premises running costs for the corporate buildings, pressures within Asset Management partially offset by increased recharges on capital projects, and early savings from an 'Invest to Save' project.

7.4 Adult Social Care is now predicting to overspend by £525k. The overspend is due to a Mental Health service pressure of £395k, a result of historical growth numbers from 13/14 above the cash limit for 14/15, and a 200K pressure arising from the LD Change Programme due to savings slippage. In addition there are also substantial savings to be realised this year. Budget managers are being consulted regarding service plans to better monitor their budgets and monthly monitoring against savings would lead to robust working papers to reflect future outturns.

7.5 All of these are further detailed in appendix C.

7.6 The 2014-15 budget was set with over £12.5m of savings proposals included. Below is a graph summarising these savings proposals on a red, amber, green basis of their deliver. Even though it is only the end of quarter 1, just over half of the savings are on track to be delivered. Any amber or red savings will be monitored closely to ensure

that they move towards green status, and where they are red, amendments will need to be made to ensure a balanced budget going forward.



## 8 Virements

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

Service Area		Amount £'000	Reason
From	To		
Wellbeing	Customer and Community Services	77,500	Realignment of RPP Budget
Wellbeing	Regeneration, Housing and Resources	38,000	Transfer of post from Wellbeing to RHR
Trading Accounts	Regeneration, Housing and Resources	510,210	Consolidation of Insurance Budgets
Wellbeing	Customer and Community Services	113,800	Transfer of Transport budgets under savings review
Wellbeing	Customer and Community Services	15,000	Transfer of Transport budgets under savings review
Customer and Community Services	Wellbeing	5,000	Transfer of C028 staffing budget to Healthy Living NONRECURRENT

## 9. Council Performance

9.1 The latest available validated performance positions have been ascertained. This month, 29 performance indicators have been RAG rated – the majority at **Green** (22; 76%) or **Amber** (6; 21%). Those rated as Green or Amber - taken together - account for 97% of measures. One measure this month (3%) is **Red** rated as being off target by more than 5% in this report.

### 9.2 Noteworthy Improvements

This month one of the indicators reported as **Red** in the previous report has improved to a **Green** target level of performance: this is the **number of stage 1 complaints made (across the council, including avarto)**. June 2014 saw 43 stage one complaints logged, a total for the year-to-date of 511, with a monthly average for this period of 42.6.



An increased number of complaints in April & May were linked to active canvassing and the local elections. The Council Tax service also saw a particularly pronounced increase in complaints, linked to end-of-year collection processes and a delay in responding to emailed enquiries.

Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures are circulated to target attention on those areas generating highest volumes of complaints.

### 9.3 **Noteworthy Concerns**

The following indicator was rated **RED** this month as being more than 5% adrift of their currently defined target values:

### 9.4 **% of Single Assessments completed and authorised within 45 working days (in month) *Provisional data:***

Current performance of 80.0% is a vast improvement on the March 2013/14 position of 50.9%

From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased.

Although we are seeing marked improvement in compliance with these timescales, almost 1-in-5 assessments were still not finalised within the 45 working day timescale. Target for this measure is demanding, at 100%.

The following 6 indicators were rated **AMBER** this month as being more than 5% adrift of their currently defined target values:

### 9.5 **Average staff sickness rate (days lost per FTE)**

Year to date (June 2014) the average staff sickness rate increased to 8.6 days. Data is provided as a 'rolling year' position. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness.

### 9.6 **Number of Slough primary schools in special measures or with notice to improve**

Four Slough Primary schools are in this category. Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Two of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts ). Foxborough is deemed to still 'require improvement'. Our Lady of Peace Junior has recently been inspected as 'require improvement'.

9.7 **Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)**

JSA claimant rate in June fell to 2.2%, comprising 2,088 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close.

The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England. The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business.

9.8 **Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP**

This has been previously reported.

9.9 **Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims:**

**(a) New Claims**

**(b) Change of Circumstances**

Performance speeds within June have improved in comparison with May's position; however both measures remain in exception.

The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days).

It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs.

The figures for this time last year at the end of June were 22 days for New Claims and 13 days for Change of Circumstance. The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year.

It must be noted that this is an annual target. SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

9.10 **The percentage of household waste sent for reuse, recycling or composting.**

This has been previously reported.

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

**9.11 Council's Gold Project Update**

9.12 The summary below provides Cabinet with an update on the Council's Gold Projects as at the 30<sup>th</sup> June 2014. Individual project progress reports have been made by Project leads, with endorsement from the Project Sponsor, and are provided in **Appendix E.**

**9.13 Monthly Period Summary**

- 9.14 This report covers six Gold Projects in total; highlight reports have been received in time for this report from all.
- 9.15 Of the six project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of 'Fit for the Future' which was submitted in draft format.
- 9.16 Of the six submitted highlight reports, five have been assessed to have an **overall** status of **Amber** and one at **Red**. None have been assessed at **Green**.

For 'Timeline' one project has been evaluated at **Green** status, four at **Amber** and one at **Red**.

For 'Budget' four are assessed at **Green** and two at **Amber**.

For 'Issues and Risks' five has been evaluated at **Amber** and one at **Red**.

- 9.17 The 'Safeguarding Improvement Plan' project has been assessed as **Red** for Issues and Risks, Timeline and for the Overall Status of the project.

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

**Project Manager / Sponsor assessed status of Gold Projects as at:  
30<sup>th</sup> June 2014**

Gold Project Name	Overall status	Timeline	Budget	Issues + Risks	Sponsor approval status	CMT recommendations
Accommodation & Flexible Working	AMBER	Amber	Amber	Amber	Approved	To support the project board with the proposed changes to working practices and promote these within your service areas.
Fit for the Future Programme	AMBER	Amber	Green	Amber	Approved	To take appropriate actions to address the above risks.
Learning Disabilities Change Programme	AMBER	Green	Green	Amber	Approved	To note the update and the continued red status for risk 4. This is a national issue that could impact on delivery. This situation is being monitored and the risk will be escalated if it continues.
Safeguarding Improvement Plan	RED	Red	Green	Red	Approved	<ol style="list-style-type: none"> <li>1. CMT to discuss, challenge and support progress and proposed actions as appropriate.</li> <li>2. CMT to discuss the more detailed data on agency /perm ratios , challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required.</li> <li>3. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce</li> </ol>

						<p>strategy and housing options and service experience for care leavers &amp; corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.</p> <p>4. CMT endorse the improved risk status position of risk (4).</p> <p>5. CMT to note and stay appraised about the impact of uncertainty arising from the Dfe review on the retention of staff at all levels.</p>
School Places Programme	AMBER	Amber	Green	Amber	Approved	<p>1. There may be an urgent need to rent modular classrooms from September 2015 (subject to school approval) – this requires the support of resources to assist the delivery of these and CMT are asked to support this if required.</p> <p>2. There is a capacity and delivery issue - the present team will not be able to deliver the strategy without some additional staff. PMO being promoted and Asset Management currently developing permanent staffing structure. Continued support requested for putting in place an additional project manager for delivery of school projects for the short to medium-term.</p> <p>3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</p>
The Curve	AMBER	Amber	Amber	Amber	Approved	<p>1. Note progress and activity on site.</p> <p>2. Note management of risks to project timeline and budget.</p>

N.B. Arrows show direction of change in Rag rating since the last Project Highlight report

↓ indicates a reduction in status

↑ indicates an improvement in status

No arrow indicates maintained status since last report

The individual Gold Project Updates are provided as **Appendix E**

## 10 Write Offs

- 10.1 A net total of £181k has been written off during the first quarter of 2014/15. The majority of this total relates to NNDR debt although it has been offset by credit write offs. The write off across the council's services for the first quarter, including the reason for write off, can be summarised as follows

Reason	NNDR	Former Tenant Arrears	Sundry Debtors	Adult Social Care	Housing Benefits	Total
	£	£	£	£	£	£
Unable to trace	0	16,510	0	0	96,969	113,479
Uneconomical to pursue		3,953	1,635	533		6,121
Vulnerable Person		2,576		1,247	4,716	8,539
Deceased		857			27,464	28,321
Statute Barred		8,016		4,337	2,649	15,001
Bankruptcy					38,241	38,241
Absconded	178,549		4,997			183,546
Instruction from Client			2,573			2,573
Nulla Bona			274			274
Unable to Enforce			2,357	15,264		17,621
Dissolved	77,952					77,952
Proposal to Strike	95,206					95,206
Administration	251,859					251,859
Miscellaneous	193,957		560		4,155	198,672
Credit Balances	(856,455)					(856,455)
<b>TOTAL</b>	<b>(58,932)</b>	<b>31,913</b>	<b>12,395</b>	<b>21,381</b>	<b>174,194</b>	<b>180,951</b>

## 11 Capital

### Capital forecasts

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

	Expenditure	June 2014	Projection
Directorate	Budget	Actual £000s	£000s
Slough Regeneration Partnership	10,999	752	10,999
Resources	9,501	299	9,133
Wellbeing	7,937	828	7,561
Chief Executive	76	0	76
Customer & Community Services	13,311	676	7,293
Housing Revenue Account	19,155	2,525	13,965
<b>Total</b>	<b>60,979</b>	<b>5,080</b>	<b>49,027</b>

11.2 The council has spent 8.33% of its available 2014-15 Capital Budget in the first three months of the year. Spend is traditionally low in the first 3 months of the financial year and the position will be further distorted by accruals being processed at the end of 2013-14. The latest projection is capital expenditure in 2014/15 of £49.027m against a revised budget of £60.979m. More detailed directorate narrative is attached as appendix B. The forecast spend is 80% of the overall capital programme.

- 11.3 The Council's capital programme has been revised to include re-profiling from the financial year into the 2014/15 financial year and the three changes below.

### ***Changes to the Capital Programme***

- 11.4 Cabinet are requested to recommend three key changes to the Council's capital programme. How this complies with the Council's constitution is detailed in the financial implications section of this report.

### ***Municipal Bonds Agency***

- 11.5 The first is the investment of £50,000 into the Municipal Bonds Agency (MBA). The Local Government Association (LGA) has been active in the past year in creating the MBA in response to perceived lack of capital funding sources available to Local Government. At present, the main source of capital funding for Local Government is the Public Works Loans Board (PWLB). The PWLB is part of Central Government and sets the rates at which it issues loans to Councils. In recent years, the PWLB rate has fluctuated in response to Government policy. To enable Local Government bodies to have greater certainty over their capital financing costs, the LGA have set up the MBA.
- 11.6 The MBA will issue bonds to the financial markets. These bonds will consist of the various capital financing requirements at the time of the different Councils. For example, ten Council may wish to each attract £20m of capital financing. At present, individually, £20m is not enough for the bond markets to be interesting in offering a good rate of return, and so these Councils would most likely turn to the PWLB. By combining the various Council's financing requirements a much greater bond can be issued. The MBA expects to offer bonds at below the prevailing PWLB rates and so Council's would receive lower capital financing costs, as so lower costs to the local taxpayer.
- 11.7 In order to finance the MBA start up, it is looking for Councils to provide start up funding. This expenditure would be capital in nature, and would be likely to see a return later in the decade. The benefit of the Council being part of the start up funding are twofold. Firstly, a successful MBA will mean lower capital financing rates available to Slough BC when it next refinances existing debt or uses new debt. Secondly, when, and if, the MBA becomes profitable, the Council will receive a dividend return on its investment.

### ***Extra Care Housing***

- 11.8 The August capital strategy board approved proposed capital expenditure of £1m towards extra care housing. There was originally £0.1m in the capital programme for this, but a final business case was approved outlining the requirement for a further £0.9m for an extra care housing scheme. The business highlighted ongoing revenue savings of £500-600k from 2016-17 from this capital investment. This meets the Capital Strategy principle of investing capital monies to generate ongoing revenue savings.
- 11.9 The Cabinet is being asked to contribute £500k capital funds in 2014/15 and a further £500k in 2015/16.
- 11.10 This scheme will be funded from £805k of grant funds from previous years allocated to Adult Social Care with the remaining £95k being funded from within the capital

programme in 2015-16. As the capital programme is likely to spend 80% in total during the year there will not be an additional financial impact during the financial year. Also, the Council is identifying schemes that can be removed from the capital programme to make available additional scheme.

### **Movement of scheme into the Capital Programme for 2014-15**

11.12 In 2012/13 the Cabinet made the decision to allocated £1m of funding to a traffic light and junction improvements scheme from an underspend. In order to make the best use of scarce revenue resources, it is proposed to move an additional £311k expenditure into the capital programme, where it will require funding through internal resources, and to then release the revenue reserve to assist with the current financial pressures that the Council faces.

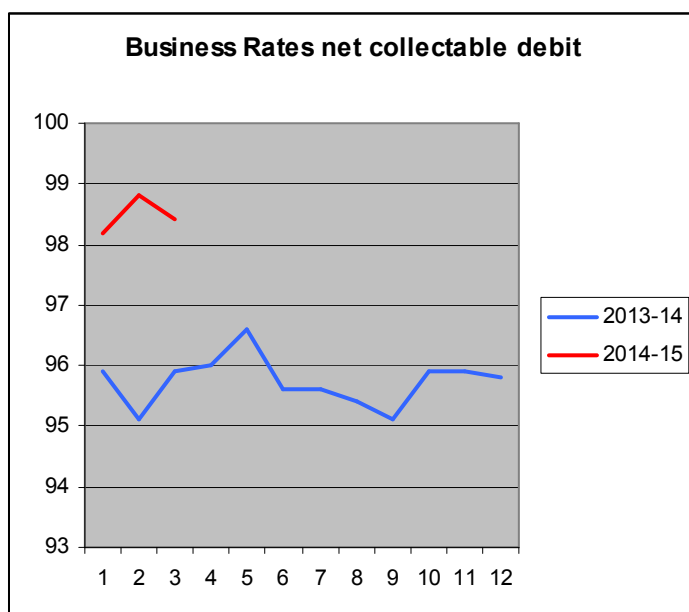
## **12 Income Monitoring**

12.1 The Council set its budget in February 2014.

Funding	2014-15 budget setting / £m	2014-15 projection / £m	Variance / £m
Council Tax	43.85	44.08*	0.23*
Retained Business Rates	27.13	27.83	0.46*
Revenue Support Grant	32.47	32.47	0
Education services Grant	1.96	1.96	0
NHS monies to Support Social Care	2.36	2.36	0
New Homes Bonus	2.01	2.01	0
Other non-ringfenced grants	1.03	0.93	-0.1
Collection Fund	1.3	1.3	0

12.2 \*It is important to note that due to the Collection Fund accounting arrangement in place within Local Government, any surplus on Council Tax income and retained Business Rates will be of benefit to the Council in the **next** financial year.

12.3 It is also important to note how volatile Business Rate income is, see the graph below



- 12.4 The Council is expected to receive £102k less Local Service Support Grant than the assumption at budget setting. This will be adjusted for in future years budget and the medium term financial strategy.
- 12.5 Members are also asked to note income being received in respect of the Better Care Fund. A part of the Better Care Fund agreement between SBC and Slough Clinical Commissioning Group is the transfer of funding between the NHS and the local authority under a section 256 of the NHS Act 2006. For 2014/15 this involves the transfer of £2.362m from NHS England to SBC for the purpose of providing health and social care services. This funding is already committed as part of adult social care service plans. The Section 256 agreement has to be approved by the Slough Wellbeing board and a report is being taken to the 24th September 2014 meeting to confirm what the funding will be used for, the agreed outcomes and monitoring arrangements.
- 12.6 The £2.362m forms part of SBCs overall contribution to the Slough Better Care Fund of £5.612m in 2014/15 and £9.762m in 2015/16.

13 **Comments of Other Committees**

None.

14 **Conclusion**

There are a number of items for Members to consider within this paper. In reference to the capital budget changes, these are anticipated to yield additional revenue savings to the Council in future years and assist with the use of capital monies to support ongoing revenue savings.

15 **Appendices Attached**

- 'A' - Summary revenue forecasts
- 'B' - Capital narrative
- 'C' - Revenue narrative
- 'D' - Balanced Scorecard
- 'E' - gold projects summary

16 **Background Papers**

- '1' - Supporting working papers held in finance



Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	36.314	36.909	0.595
Central Management	0.361	0.361	0.000
Children and Families	18.895	18.895	0.000
Education (Non-Schools)	8.674	8.674	0.000
Public Health	(0.195)	(0.195)	0.000
<b>Total Wellbeing</b>	<b>64.048</b>	<b>64.643</b>	<b>0.595</b>
<b>Total Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>
<u>Customer and Community Services</u>			
Customer Services and IT	0.229	0.229	0.000
Community and Skills	6.352	6.365	0.013
Enforcement and Regulation	1.950	2.020	0.070
Strategic Management	(0.126)	(0.126)	0.000
Transactional Services	8.227	8.377	0.150
Procurement	0.297	0.297	0.000
<b>Total Customer and Community Services</b>	<b>16.929</b>	<b>17.162</b>	<b>0.233</b>
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.054)	(0.054)	0.000
Corporate Resources	2.109	2.089	(0.020)
Housing and Environment	14.961	14.990	0.029
Estates and Regeneration	11.252	11.267	0.015
<b>Total Regeneration, Housing and Resources</b>	<b>28.267</b>	<b>28.291</b>	<b>0.024</b>
<u>Chief Executive</u>			
Executive's Office	0.334	0.334	0.000
Communications	0.295	0.295	0.000
Policy	0.682	0.682	0.000
Professional Services	2.996	2.996	0.000
<b>Total Chief Executive</b>	<b>4.307</b>	<b>4.307</b>	<b>0.000</b>
<b>Total Corporate</b>	<b>(0.150)</b>	<b>(0.150)</b>	<b>0.000</b>
<b>Total Net Cost of Services</b>	<b>113.064</b>	<b>113.916</b>	<b>0.852</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>0.8%</b>
<b>Total Non Departmental Costs</b>	<b>(0.950)</b>	<b>(0.823)</b>	<b>0.127</b>
<b>Total General Fund</b>	<b>112.114</b>	<b>113.093</b>	<b>0.979</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>0.9%</b>

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**SLOUGH BOROUGH COUNCIL**

**CAPITAL MONITORING REPORT AT 30th JUNE**

**1. Consolidated Capital Expenditure as at 30<sup>th</sup> June**

	<b>Expenditure</b>	<b>May-14</b>	<b>Projection</b>
<b>Directorate</b>	<b>Budget</b>	<b>Actual £000s</b>	<b>£000s</b>
Slough Regeneration Partnership	10,999	752	10,999
Resources	9,501	299	9,133
Wellbeing	7,937	828	7,561
Chief Executive	76	0	76
Customer & Community Services	13,311	676	7,293
Housing Revenue Account	19,155	2,525	13,965
<b>Total</b>	<b>60,979</b>	<b>5,080</b>	<b>49,027</b>

At the Capital Strategy Board meeting of 3<sup>rd</sup> June 2014, requests were made to carry forward unspent budgets to the 2014-15 financial years. The report reflects the revised 2014-15 budgets. Extra columns have been added in the report to highlight the approved budgets in future financial years.

Spend is traditionally low in the first 3 months of the financial year and the position will be further distorted by accruals being processed at the end of 2013.14. The latest projection is capital expenditure in 2014.15 of £49.027m against a revised budget of £60.979m.

A detailed Directorate Narrative is shown below. The actual expenditure is colour coded as follows to highlight those projects that are within 5% of the revised budget, those between 5% and 15% of the available budget, those projects that have under or over spent by over 15% and those projects with a high probability of a significant under spend.

0%-5% under or over spend
5%-15% under or over spend
Over 15% under or over spent
High Probability of Significant Under spend

**Detailed Directorate Narrative**

**2.1 Wellbeing**

The Capital Budget for Wellbeing which includes the schools capital programme is £9.365m. £1.3m of the 2014-15 Modernisation budget was re-profiled into 2015-16

following a request at the Capital Strategy Board meeting on 3<sup>rd</sup> June 2014 and a further request to re-profile £0.941m has now been made. Also a request has been made to re-profile £0.487m from the Primary Expansions budget. These changes are reflected in this report.

A detailed listing of projects has been shown on page 5 of the report.

## 2.2 Resources, Housing and Regeneration

The revised budget for this Directorate is now £9.501m. This includes a £1m budget in 14.15 for capital work required on the Stoke Poges Footbridge which is due to be completed this year.

Accruals processed at the end of March distort the amount of expenditure in the first three months of the year and it is currently projected that most of the revised budget will be spent by the end of the financial year.

With regard to the Accommodation Strategy which includes the Air Conditioning and Control project, a request was made by the Head of Facilities that budgets be consolidated onto one line in the Capital Programme. This has been done and moved to Customer and Community Services to assist in project management and monitoring of budgeted expenditure.

The Colnbrook By-pass scheme budget is now projected to be spent in 2014.15 and it is envisaged that the £200k carried forward from 2013.14 for the infrastructure budget to pay for tactile paving and kerb joints will be completed as the Heart of Slough project is completed.

Detailed project information has been provided on pages 6 and 7 for RHR and the Heart of Slough.

## 2.3 Customer & Community Services.

The revised budget in 2014.15 is £13.311m which includes large projects for the Accommodation Strategy, Cemetery and Crematorium and the Financial Systems Upgrade.

Some of the larger projects namely the Better Bus Fund, the Traffic Lights and Junction Improvements and the Local Sustainable Transport Fund are fully funded but have been moved into RHR following a recent restructure.

The works to upgrade the air conditioning and electrical systems at St Martin Place are likely to be completed by the end of 2015 though it is projected there will be a significant under spend in the 2014.15 financial year, though the revised budget over the life of this programme is anticipated to be fully committed..

With regard to the remaining IT Capital budgets, it is currently difficult to project expenditure as there is uncertainty over when ICT expenditure will occur on receipt of business cases from the ICT supplier. Expenditure on the IT Infrastructure Refresh has now commenced after a long delay. The IT Disaster Recovery budget will need to be held in reserve pending a proposal and business case from arvato.

There is an additional complication as some of these budgets are associated with the delivery of the Council's Accommodation Strategy. It is expected that the Council will

hold on to these and pay as and when the project is delivered. The budgets associated with this project are as follow:-

- Expansion of DIP servers
- Refresh of existing IT assets (to enable mobile working)
- IT Infrastructure Refresh

Detailed project information is shown on page 5 & 6.

## 2.4 Housing Revenue Account

The Housing Revenue Account Capital Programme for 2014-15 has a budget of £19.155m which includes slippage from the 2013.14 capital programme. There has been expenditure of £2,525k so far in 2014.15 and the current projection is for expenditure in 2014-15 of £13.7m. One of the priorities for 2014-15 is the completion of the building of 9 houses on the former garage site in Wentworth Avenue. These were due to be completed in October 2013 but the remediation has been a lengthy process; the build programme commenced on 18th November 2013 with an anticipated completion date of 15th September 2014.

There are a number of resident consultation exercises that have or are due to commence around further 'Estate/Environmental Improvement' schemes that could increase the spend profile within the allocation but this hasn't been included as there are no guarantees they will be concluded in time to commence the work within the financial year.

Information on projects has been provided on pages 8 & 9.

## 2.5 Slough Regeneration Partnership

The only current item on the 2014.15 Capital Programme for the SRP is the building of the Curve. It is currently projected that the entire revised £11m budget will be spent by the end of 2014.15.

Detailed project information is shown on page 9.

## 2.6 Chief Executive

There is a budget for the council's contribution to the Berkshire Superfast Broadband Scheme. In 2014.15 the budget is £76k which will be spent in 2014-15. There is also expenditure for the refurbishment of 27 and 29 Church Street as authorised by the Local Strategic Partnership.

Detailed project information is shown on page 5.

## 2.7 Community Investment Fund

This update is shown on page 10. It is expected that most of this budget will be spent in 2014.15 with expenditure required to be supported through business cases.

General Fund Spend	Project	Revised 14-15 Budget £'000	Actual Expenditure June 2014	Q2	Q3	Q4	Total Projected Expend	Delivered to Timescale/Comment	15-16	16-17	17-18	18-19
	<b>Education Services</b>											
P051	Primary Expansions (Phase 2 for 2011)	5,097	608	1,012	1,602	1,875	5,097	Reprofile £0.487m	6,482	3,560	3,000	
P076	Town Hall Conversion	261	14	30	60		104		1,500	50		
P090	Expand Littledown School	2	6				6					
P093	Schools Modernisation Programme	1,059	45	102	260	516	923	Re-profiled £1.3m May;£0.941m June	2,934	500	250	
P101	SEN Resources Expansion	125	8			117	125		650	250	250	250
P749	Children's Centres Refurbishments	40				40	40		40	40	40	40
P783	Schools Devolved Capital	137	24	35	35	41	135					
P856	Haymill/Haybrook College Project	90	2		20	68	90					
	DDA/SENDA access Works	50					0		50	50	50	50
	Youth/Community Centres Upgrade	75				67	67		25	25	25	25
	2 Year Old Expansion	355	17	112	113	113	355		345	500		

	Programme											
	Penn Rd & Chalvey Grove Children's Centre	144	31	37	37	39	144					
P895	Monksfield Way Children's Centre	123	73	50			123					
	Lea Nursery Heat Pump	12					0					
	Wexham School Expansion	0					0		2,000	5,000		
	Special School Expansion- Primary, Secondary & Post 16	100			40	45	85		1,900	3,000		
	Children's Centres IT	35			15	20	35					
	School Meals Provision	232		77	77	78	232					
	<b>Total Education Services</b>	<b>7,937</b>	<b>828</b>	<b>1,455</b>	<b>2,259</b>	<b>3,019</b>	<b>7,561</b>	<b>2,728</b>	<b>15,926</b>	<b>12,975</b>	<b>3,615</b>	<b>365</b>
	<b>Chief Executive</b>											
P109	Local Broadband Plan	76				76	76					
	<b>Total Chief Executive</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Customer &amp; Community Services</b>											
P083	Cemetery Extension	742	88	168	168	170	594		537			
P103	Slough Play	37	12		25		37					

	Strategy											
P107	Repairs to Montem & Ice	521	35	144	144	146	469		80			
P383	Herschel Park	86			43	43	86					
P873	Crematorium Project	1311	11	389	390	390	1180		414			
	Leisure Capital Improvements-Langley, Ten Pin, The Centre	442		132	132	132	396		163			
	Registrars	761		253	253	255	761		26			
	Financial System Upgrades	1,750					0					
P088	Baylis Park Restoration	540		180	180	180	540					
P089	Upton Court Park Remediation	25			20		20					
P105	Civica E-Payment Upgrade	40				40	40					
P784	Accommodation Strategy	3,001	451	449	450	450	1,800					
	Expansion of DIP Servers	150					0					
	IT Disaster Recovery	1,000					0					
	Refresh of Existing IT Assets	500					0					
	Cippenham Green	200					0					
	Hub Development	200					0					
P084	IT Infrastucure Refresh	510					0		350	350	350	350
P084	Replacement of	125					0					



	SAN											
P871	Community Investment Fund	1,251	77	391	391	392	1,251		650	500	400	300
P875	CCTV Relocation	119	2		50	67	119					
	<b>Total Customer &amp; Community Services</b>	<b>13,311</b>	<b>676</b>	<b>2,106</b>	<b>2,246</b>	<b>2,265</b>	<b>7,293</b>	<b>0</b>	<b>2,220</b>	<b>850</b>	<b>750</b>	<b>650</b>
	<b>Community and Wellbeing</b>											
P331	Social Care IT Developments	52										
	Supported Living	100				100	100					
	Extra Care Housing	100				90	90					
	<b>Total Community and Wellbeing</b>	<b>252</b>				<b>190</b>	<b>190</b>					
	<b>Resources, Housing and Regeneration</b>											
P006	Disabled Facilities Grant	364	44	100	100	120	364		364	364	364	364
P068	Street Lighting Improvement Phase 2	200		67	67	66	200		200			
P069	Highway & Land Drainage Improvements	70		23	23	24	70		70	70	70	70
P079	Catalyst Equity Loan Scheme	27		9	9	9	27					
	Corporate Property Asset	250		83	83	84	250		250	250	250	250

	Management											
P111	Major Highways Programmes	765	1	255	255	254	765		765	765	765	765
P113	Lascelles Lodge	189		63	63	63	189					
P728	Highway Reconfigure & Resurface	500		167	167	166	500		500	500	500	500
P779	Britwell Regeneration	398		133	133	132	398					
P869	Chalvey Hub	548	-22	190	190	190	548					
P881	Colnbrook Bypass	131	0	44	44	43	131					
P117	Garage Sites Stage 7	96		32	32	32	96		32			
P127	Demolitions	230		4	90	30	124		100	100	100	100
P104	Stoke Poges Footbridge	1,000			450	450	900					
P116	Windsor Road Widening Scheme	489		30	210	210	450		5,000			
	Flood Defence Measures SBC/EA Partnership	100				85	85					
	Plymouth Road (dilapidation works)	120		7	82	22	110		120	120	120	120
	Relocation of Age Concern	30		0	0	30	30					
	Land acquisition (Chalvey)	500		2	2	400	404					
	A4/Upton Court Park Junction Improvements	350		117	117	116	350					

	A4 Lascelles Road Improvements	50		17	17	16	50					
P098	Traffic Light & Junction Improvements	273	-148	148	150	123	273					
P097	Better Bus Fund	488	275	100	100	13	488					
P102	Local Sustainable Transport Fund	993	76	300	400	217	993					
P323	Road Safety Programme	118	65	53			118					
P874	Casualty Reduction	64	0	25	25	14	64					
P322	Parking Strategy	16	0			16	16					
P125	EV Charges	90	7	20	40	23	90					
P134	Car Parking lighting efficiency scheme'	185			92	93	185					
	Invest to Save Vinci Park Contract	200			100	100	200					
	Air Quality Grant	67				67	67					
	Replacement of Art Feature	12				12	12					
P661	Local Safety Scheme Programme	248		100	100	48	248					
P060	Station Forecourt	20				20	20					
P064	Infrastructure	320	1	106	106	107	320					
	<b>Total RHR (including Heart of Slough)</b>	<b>9,501</b>	<b>299</b>	<b>2,193</b>	<b>3,246</b>	<b>3,395</b>	<b>9,133</b>	<b>0</b>	<b>7,401</b>	<b>2,169</b>	<b>2,169</b>	<b>2,169</b>
	<b>TOTAL GENERAL FUND</b>	<b>31,077</b>	<b>1,803</b>	<b>5,754</b>	<b>7,751</b>	<b>8,945</b>	<b>24,253</b>	<b>1,364</b>	<b>25,547</b>	<b>15,994</b>	<b>6,534</b>	<b>3,184</b>

HRA spend	Project	Revised 2014-15 Budget £'000	Actual Expenditure June 2014	Q2	Q3	Q4	Projected Expenditure	Delivered to Timescale/Comment	15-16	16-17
	<b>Housing Revenue Account</b>									
P544	Affordable Warmth/Central Heating		31	0	0	0	31			
P544A	Boiler Replacement	667	208	200	200	162	770		1,001	1,001
P544B	Heating / Hot Water Systems	320	59	100	100	50	309		320	320
P544C	Insulation programmes	823	753	40	18		811		788	788
P552	Window Replacement	600	287	213	100	100	700			
P552A	Front / Rear Door replacement	548	0	200	100	100	400		359	269
P558	Internal Decent Homes Work		535				535			
P558A	Kitchen Replacement	1,402	0	400	300	100	800	Slippage	1,402	1,121
P558B	Bathroom replacement	692	0	100	100	100	300	Slippage	692	554
P558C	Electrical Systems	263	0	200	100	100	400		263	263
P559	External Decent Homes Work		29	0	0	0	29			
P559A	Roof Replacement	187	0	80	50	50	180	Slippage	187	187
P559B	Structural	598	84	200	150	100	534	Slippage	598	478
	<b>Decent Homes</b>	<b>6,100</b>	<b>1,986</b>	<b>1,733</b>	<b>1,218</b>	<b>862</b>	<b>5,799</b>	<b>0</b>	<b>5,610</b>	<b>4,981</b>
P516	Winvale Refurbishment	44	0	0	0	0	0			
P541	Garage Improvements	550	0	200	200	100	500		200	200
P548	Mechanical Systems /Lifts	374	0	0	0	0	0	Slippage	274	224
P545	Capitalised Repairs		0	0	0	0	0			
P551	Security & Controlled Entry Modernisation	50	0	37	0	0	37		44	44
P564	Darvills Lane - External Refurbs		0	0	0	0	0			
P565	Estate Improvements/Environmental Works	370	60	100	100	100	360		200	200

P569	Replace Fascias, Soffits, Gutters & Down Pipes	835	346	200	200	50	796	Slippage	668	501
P573	Upgrade Lighting/Communal Areas	550	12	250	250	250	762		250	250
P573A	Communal doors	47	0	20	10	10	40		47	28
P573B	Balcony / Stairs / Walkways areas	181	0	50	50	0	100		81	49
P573C	Paths	527	0	100	100	100	300		327	327
P573D	Store areas	243	0	100	100	0	200		143	86
	Sheltered / supported upgrades	0	0	0	0	0	0		250	250
	<b>Planned Maintenance - Capital</b>	<b>3,771</b>	<b>418</b>	<b>1,057</b>	<b>1,010</b>	<b>610</b>	<b>3,095</b>	<b>0</b>	<b>2,484</b>	<b>2,159</b>
P546	Environmental Improvements (Allocated Forum)	409	0	50	50	50	150		100	100
P547	Major Aids & Adaptations	450	7	100	100	100	307		350	250
P779/P575	Affordable Homes	6,200	4	1,000	1,000	1,000	3,004		3,000	4,000
P779	Britwell Regeneration	2,225	110	500	500	500	1,610			
	<b>Housing Revenue Account</b>	<b>19,155</b>	<b>2,525</b>	<b>4,440</b>	<b>3,878</b>	<b>3,122</b>	<b>13,965</b>	<b>0</b>	<b>11,544</b>	<b>11,490</b>

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SRP spend	Project	Revised 2014-15 Budget £'000	Actual Expenditure May 2014	Q2	Q3	Q4	Total Projected Expend	Projected expenditure	Delivered to Timescale/Comment	15-16
	<b>Slough Regeneration Partnership</b>									
P066	The Curve	10,999	752	3,416	3,416	3,415	10,999	10,999		5,170
	<b>Total SRP</b>	10,999	752					10,999	0	5,170

<b><u>Community Investment Fund (Capital Only)</u></b>	<b>2014-15 Revised Budget £'000</b>	<b>2014-15 Actual £'000</b>	<b>Responsible Officer</b>
<b>Description</b>			
MUGA's - floodlit to all community hubs / priority associated areas	500	77	Andrew S
Replace street bins and increase numbers in high litter areas	0		Ian C
Replacement street signs - 2 year programme	65		Alex D
Replacement permanent information signs for Slough parks	0		Ollie K
CCTV - purchase of moveable cameras	50		Ian C
Neighbourhood Enhancements/Walkabouts	141	24	Ian C
Pavement Parking Policy	400		Joe C
Alley gating works	30		Ian C
Member Bids	65		Ian C
<b>TOTAL</b>	<b>1,251</b>	<b>101</b>	

**WELLBEING DIRECTORATE**  
**2014-15 Budget Summary**  
**Period 3 - June 2014**

- 1.0 OVERVIEW:** The Directorate's net controllable Revenue budget for 2014/15 is **£63.710m**. The current total projected net expenditure is **£64.344m** and therefore the Directorate is presently forecasting an overspend of **£595k**.

The overspend relate to Adult Social Care and specifically the Mental Health Service where the pressures carried over from last year do not appear to be fully with remedial action despite an ambitious recovery plan. There are also slippages expected on the LD Transformation Programme as about £200k of the planned £750 is now not expected to be delivered this year. There are also still pressures on the Children & Families budgets relating to Legal Fees, Staffing and Placement costs that are not included in the above figures. These are easing as management action starts to take effect but there are still residual concerns which are being monitored.

The Directorate has savings totalling over **£4.5m** for 14/15. The latest savings monitor shows that over 60% of these savings are confidently expected to be achieved. Of the remaining 40% there are serious concerns surrounding savings totalling approximately **£400k** with £200k now not expected to be achieved this year although there it is still hoped that one off compensating savings may still be delivered to mitigate against this.

The summary table is shown below

<b>WELLBEING BUDGET MONIORING SUMMARY</b>						
<b>Service</b>	<b>Budget</b>	<b>Outturn</b>	<b>Diff</b>	<b>Last</b>	<b>Chg</b>	<b>%</b>
Adult Social Care	36,438	37,033	595	0	595	2%
Public Health	-195	-195	0	0	0	0%
Central Management	237	237	0	0	0	0%
Children & Families	18,895	18,933	0	0	0	0%
Education (Non Schools)	8,674	8,674	0	0	0	0%
Schools (DSG)	-337	-337	0	0	0	0%
<b>GRAND TOTAL</b>	<b>63,710</b>	<b>64,344</b>	<b>595</b>	<b>0</b>	<b>595</b>	<b>0.9%</b>

- 1.1 Directorate summary of the 2014-15 financial year:** Overspend of £595k is reported on Adult Social Care due to pressures on the Mental Health Service and Learning Disabilities Transformation Programme.

**2.0 ADULT SOCIAL CARE**

**Explanation of variation from budget:** This division is forecasting an overspend of **£0.6m**. This is due to pressures carried over from last year in the Mental Health Service, where the remedial action is not as yet having the desired effect. There are also slippages expected on the LD Transformation Programme as about £200k of the planned £750 is now not expected to be delivered this year.

Adult Social Care					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Safeguarding and Governance	237	237	0	0	0
ASC Management	327	327	0	0	0
Access & Long Term I & S	2,534	2,534	0	0	0
Re-ablement & Directly Provided Services	5,424	5,424	0	0	0
Mental Health	3,963	4,358	395	0	395
Commissioning Budgets	19,565	19,766	200	0	200
Commissioning & Contracts	4,387	4,387	0	0	0
<b>Total</b>	<b>36,438</b>	<b>37,033</b>	<b>595</b>	<b>0</b>	<b>595</b>

- 2.1 Progress against the 2014-15 Savings target:** This made good progress against a challenging has successfully achieved all its savings targets for the current year. The savings are shown in the table below:

ADULT SOCIAL CARE	Target £'000	Achieved £'000	Lead	RAG
Supporting People	-25	-25	CB	<i>Green</i>
Re-design Speedwell Employment Services	-100	-100	SB	<i>Green</i>
Staffing Restructure	-170	-170	SB	<i>Green</i>
Increase Fees & Charges	-180	-180	SB	<i>Green</i>
Inflation Contingency	-200	-200	CB	<i>Green</i>
Management of Contract Price Inflation	-327	-327	CB	<i>Green</i>
Supporting People Efficiencies *	-437	-437	CB	<i>Green</i>
LD Change Programme	-750	-100	SB	<i>Amber</i>
Re-ablement - Reduction in Care Packages	-70	0	VC	<i>Amber</i>
Mental Health	-100	0	SY	<i>Amber</i>
Review of Care packages	-200	0	VC	<i>Amber</i>
Extra Care Housing - Internal Service	-128	0	VC	<i>Amber</i>
Internal Day Services	-100	0	VC	<i>Amber</i>
Community & Voluntary Commissioning	-150	-39	CB	<i>Amber</i>
Telecare & Support	-25	-10	CB	<i>Amber</i>
Meals Service	-63	-33	CB	<i>Red</i>
<b>TOTAL</b>	<b>-3,025</b>	<b>-1,621</b>	<b>54%</b>	

### 3.0 PUBLIC HEALTH

**Explanation of variation from budget:** Public Health is showing a breakeven position at present.

PUBLIC HEALTH					
Detail	Revised Budget	Projected Outturn	Current Variance	Last Month	Change
Employee costs	635	635	0	0	0
Premises costs	12	12	0	0	0
Running costs	61	61	0	0	0
Projects	4,444	4,444	0	0	0
<b>Expenditure</b>	<b>5,152</b>	<b>5,152</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Income</b>	<b>-5,302</b>	<b>-5,302</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Budget</b>	<b>-150</b>	<b>-150</b>	<b>0</b>	<b>0</b>	<b>0</b>



## 4.0 CHILDREN AND FAMILIES

**Explanation of variation from budget:** This division is showing a balanced budget position as shown in the table below.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Children &amp; Families Social Care</b>					
Asylum Seekers	86	86	0	0	0
Children Looked After	8,292	8,292	0	0	0
Commissioning & Social Work	5,761	5,761	0	0	0
S17 & Support Services	231	231	0	0	0
Safeguarding & QA	580	580	0	0	0
Family Placement Service	2,199	2,199	0	0	0
Youth Offending Team	566	566	0	0	0
Early Help	1,180	1,180	0	0	0
<b>Total</b>	<b>18,895</b>	<b>18,895</b>	<b>0</b>	<b>0</b>	<b>0</b>

This forecast includes using one off monies totalling **£2.4m** and is main reason why the service is forecasting a breakeven position. However, even with this additional resource, there are a number of pressures totalling £600k, a reduction of £330k from previous month, which have not been included because remedial action is planned. These are shown on the table below.

Pressures	This Month	Last Month
	£'000	£'000
Staffing	0	270
Legal	300	360
S17 Expenses	100	100
LAC Spend	100	100
Early Help	100	100
<b>Total</b>	<b>600</b>	<b>930</b>

These pressures have improved but remain a concern they are considered in more detail below.

### Staffing

This staffing pressure has been removed because it has been agreed that this will now be managed within the overall staffing cash limit with remedial action taken in the latter part of the year to address this if the planned recruitment initiatives do not have the desired effect.

### Legal

This forecast is based on historic spending patterns. It is expected though that as a result of operational, contractual and national changes both activity levels and unit price should be lower than last year. As a result this pressure is excluded from the forecast until a better picture for the current year is available.

### Children Looked After

Children Looked After is showing an overspend of £100k. This is due £100k on additional LAC spend re client expenses such as hired transport and personal needs. Again this is based on historic activity and is excluded until a better picture emerges for the current year. Service Managers are confident that as result of operational changes such as the introduction of the resource panel, this pressure should be reduced significantly.

### Early Help

This service has a possible risk of £100k pressure due to the part loss of Domestic Violence contract Income. Ad-hoc work is to be carried out by C&F and it is assumed that £80k of the £180k available under the contract will be achieved. A meeting to consider what changes will need to be made within the service to achieve a balanced budget, including reduced staffing until the implications of this is fully known this pressure is excluded from the monitor.

- 4.1 Progress against the 2014-15 Savings target:** This service has a single savings target of £363k, relating to Children's placements. Currently we have achieved £100k (£40k last month); £60k of negotiated and reduced care packages, £30k of further savings with a particular supplier by bringing them back into to Fostering framework and £10k with another supplier.

CHILDREN & FAMILIES	Target £'000	Achieved £'000	Lead	RAG
Children Placement Efficiencies	-363	-100	JP	<i>Amber</i>

## 5.0 EDUCATION (NON SCHOOLS)

**Explanation of variation from budget:** These services are expected to break even at present.

EDUCATION (NON SCHOOLS)					
SERVICE	Revised Budget £'000	Outturn £'000	Current Variance £'000	Last Month £'000	Change £'000
Schools Offer (Core)	8,674	8,674	0	0	0
Retained Offer (Core)	0	0	0	0	0
<b>Total</b>	<b>8,674</b>	<b>8,674</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 5.1 Progress against the 2014-15 Savings target:** This service has is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below:

EDUCATION (NON SCHOOLS)	Target £'000
Services to School Review Savings	-140
Services to Schools Review	-202
<b>TOTAL</b>	<b>-342</b>

## 6.0 CENTRAL MANAGEMENT

**Explanation of variation from budget:** These services are expected to break even at present.

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Central Management</b>					
Management	237	237	0	0	0
<b>TOTAL</b>	<b>237</b>	<b>237</b>	<b>0</b>	<b>0</b>	<b>0</b>

**6.1 Progress against the 2014-15 Savings target:** This service has is on target to successfully achieve all its savings targets for the current year. The savings are shown in the table below:

DETAILS	Target £'000
Directorate Savings	-128
<b>TOTAL</b>	<b>-128</b>

## 7.0 SCHOOLS (DSG)

**Explanation of variation from budget:** This is a ring fenced budget and as such any variations are carried forward to the new financial year. However, the service is currently expected to breakeven.

SCHOOLS (DSG)				
SERVICE	Budget £k	Outturn £k	Variance £k	Variance %
Schools Block	46,963	46,963	0	0
Schools Block De-delegated	4,082	4,082	0	0
High Needs Block	18,158	18,158	0	0
Early Year Block	8,350	8,350	0	0
Grants	-77,891	-77,891	0	0
<b>Net Expenditure</b>	<b>-337</b>	<b>-337</b>	<b>0</b>	<b>0%</b>

**7.1 Progress against the 2014-15 Savings target:** This service had no savings for this year.

**Customer and Community Services: Departmental Summary**

Department	Revised Budget £'000	Outturn £'000	Variance £'000	%	Change in month
Customer Services, IT & Information Governance	229	229	0	0%	0
Community and Skills	6,352	6,365	13	0.2%	46
Enforcement and Regulation	1,950	2,020	70	3.6%	70
Strategic Management	(126)	(126)	0	0%	0
Corporate Procurement Team	544	544	0	0%	0
Transactional Services	8,227	8,377	150	1.8%	(200)
<b>Total</b>	<b>17,176</b>	<b>17,409</b>	<b>233</b>	<b>1.4%</b>	<b>(84)</b>

**Directorate Summary for the 2014/15 year to date**

At this point in time, the Customer and Community Services Directorate is forecasting an over spend position of £233k, largely due to CCTV/Careline income shortfall, slippage in the savings for the phase 2 arvato contract, and business rate issues at 2 locations; the phase 2 contract payments reduce on annual basis from 2015/16 onwards.

**Service: Community and Skills**Explanation of variation from budget:

The overspend arises from business rates on SYPC and Haymill (these are in discussion with property services over rebates) offset by a vacancy in the Parks and Open Spaces service. There will be a future pressure arising from the refurbishment works at the Langley Leisure Centre, but whether the resulting compensation cost will be paid in this financial year or the next will depend upon the timing of the capital scheme. There is a possibility that the capital scheme may slip into next year but this is still subject to the finalisation of this scheme.

**Service: Enforcement and Regulation**Explanation of variation from budget:

The £70k is the current projected shortfall in the budgeted income to support the CCTV/Careline services; options are being reviewed to bring in additional funding including private fees as well as contributions from other public bodies.

**Service: Strategic Management**Explanation of variation from budget:

No variances reported at period 3, although this will depend upon the outcome of various work streams to achieve the unallocated savings targets.

### **Service: Corporate Procurement Team**

#### Explanation of variation from budget:

No variances reported as at period 3.

### **Service: Transactional Services**

#### Explanation of variation from budget:

The savings for phase 2 transactional savings are now scheduled to be phased in over the life of the contract and will be achieved through decreasing annual contract payments; future annual contract savings should average around £200k. This would have led to a larger overspend in this year but the Medium Term Financial Volatility Reserve has been drawn upon to 'smooth' out the profile of these savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

## Regeneration, Housing and Resources Directorate:

Overview: P3 – June 2014

Service	Budget / £k	Forecast Outturn / £k	Variance / £k	Variance / %	Change in month £k
Strategic Management	(54)	(54)	0	0%	0
Corporate Resources	2,109	2,089	(20)	(0.9%)	(20)
Housing and Environment	14,714	14,743	29	0.2%	29
AIR (Estates Regeneration)	11,254	11,269	15	0.1%	(110)
<b>Total Regeneration, Housing and Resources</b>	<b>28,023</b>	<b>28,047</b>	<b>24</b>	<b>0.1%</b>	<b>(101)</b>

### Directorate summary for the 2014-15 year to date

At this point in time the Resources, Housing and Regeneration Directorate is forecasting an over spend position of £24k, pending the successful delivery of the 2014/15 savings targets.

#### **Service: Strategic Management**

##### Explanation of variation from budget:

At the present time, no variances are highlighted apart from the need to achieve the £618k of savings embedded into this cost centre; £200k of these savings is dependent upon the restructure of the transport/highways services.

#### **Service: Corporate Resource**

##### Explanation of variation from budget:

The £20k underspend is largely derived from staffing vacancies.

#### **Service: Housing and Environment**

##### Explanation of variation from budget:

An overspend of £29k is projected at period 3 due to a reduction in fee income from Home Improvements arising from a lower capital budget.

**Service: AIR (Estates and Regeneration)**

<b>Service</b>	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Variance / %</b>
<b>Property Services</b>	<b>692,980</b>	<b>583,349</b>	<b>(109,631)</b>	<b>(15.8%)</b>
<b>Facilities &amp; Corporate Landlord</b>	<b>2,538,090</b>	<b>2,672,330</b>	<b>134,240</b>	<b>5.3%</b>
<b>Highways Engineering</b>	<b>3,277,370</b>	<b>3,277,370</b>	<b>0</b>	<b>0%</b>
<b>Asset Management</b>	<b>126,480</b>	<b>207,348</b>	<b>80,868</b>	<b>63.9%</b>
<b>Transport</b>	<b>4,616,760</b>	<b>4,526,760</b>	<b>(90,000)</b>	<b>(1.9%)</b>
<b>Total</b>	<b>11,251,680</b>	<b>11,267,157</b>	<b>15,477</b>	<b>0.1%</b>

**Explanation of variation from budget:*****Property Service***

A projected underspend of £110k is now forecast arising primarily from £97k severance pay, £10k additional reactive repair costs (legionella works etc.) offset by capitalisation of staff time and £70k reduction in corporate repairs.

***Facilities & Corporate Landlords***

The period three forecast is for an increase of £59K from the previously reported £75K potential pressure. This increase is driven mainly by the following:

- A107 LMP: £15K in Landlord service charge, £2.4K in business rate due to business rate revaluation and £0.6K in building cleaning
- B061 Facilities Management: £5K the net impact of £21K additional pension charge
- B062 Centre Accommodation: £1K in business rate
- B068 SMP: £7.5K in business rate due to business rate revaluation
- B070 Community Caretakers: -£2K saving in employee costs
- B157 West Wing Arts: Insufficient budget resulting in £28K pressure re Electricity costs based on previous year's outturn
- Other Corporate Landlord budgets: Net £1.5K from various minor pressures and savings.

***Highways Engineering***

There are no projected variances at the present time; a recruitment freeze is currently in place pending merger of the Highways and Transport services later in the year.

The service has a £200K increase in the Street works Income budget for 2014/15 related to a compensation claim against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

***Asset Management***

The projected net pressure of £81K results from a combination of pressures from various service budgets (including a £60k overspend on the Age Concern budget) that outweigh a £81K saving from the Bus Station due to higher than budgeted recharge income. Included within this overspend is a projected £48k overspend from consultants/agency staff in B081 (valuation); a concerted effort need to be made to reduce this overspend through appropriate recharging and capitalisation of staff time.

***Transport Services***

The underspend of £90k is this year's savings arising from the implementation of the 'Pay On Foot Barrier system for Herschel and Hatfield Multi Storey Car parks' in September 2014; this capital 'Invest to save' project was approved at Capital Strategy Board in January 2014 and the full year savings have been included in the 2015/16 savings proposals.



**Corporate Services:****2014/15 Budget Summary**

<b>Service</b>	<b>Budget / £k</b>	<b>Forecast Outturn / £k</b>	<b>Variance / £k</b>	<b>Variance / %</b>
<b>Corporate and Democratic Core</b>	<b>(205)</b>	<b>(205)</b>	<b>0</b>	<b>0.0%</b>
<b>Pensions</b>	<b>467</b>	<b>467</b>	<b>0</b>	<b>0.0%</b>
<b>Benefits Paid and Subsidies</b>	<b>(411)</b>	<b>(411)</b>	<b>0</b>	<b>0.0%</b>
<b>Housing Act Advances / Equity Share Scheme</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>	<b>0.0%</b>
<b>Total</b>	<b>(150)</b>	<b>(150)</b>	<b>0</b>	<b>0.0%</b>

**Non-Departmental Costs**

The Local Services Support Grant was expected to be approximately £200k this income has been confirmed as £98k giving a shortfall of £102k.

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## Appendix D: Slough Borough Council - Corporate Balanced Scorecard 2014-15: to end of June 2014

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the following headings: "Financial health", "Customer focus", "People" (relating to workforce development and well being), and the 5 themes of "Economy and Skills", "Health and Wellbeing", "Housing", "Regeneration and the Environment" and "Safer Communities".

Performance against target is recorded as **red** (more than 5% off target), **amber** (between 0% and 5% off target), or **green** (on target or better). Its purpose is twofold: firstly, to provide members with a balanced view of how the organisation is performing in these four respects. Secondly, to provide a small number of high priority quantitative performance indicators which act as a litmus test of organisational health, rather than presenting detailed outturn data for all performance indicators monitored across the council.

**n/a** = not applicable, because this is a **volume** indicator only, the value of which SBC cannot seek to directly influence or because the issue is complex.

Direction of travel indicates whether performance has improved (↑), deteriorated (↓) or remained unchanged (↔) compared to previous performance.

Financial health							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Council Tax collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	<b>94.8%</b> <small>[2013-14 in-year collection rate]</small>  95.3% <small>[2012-13 in year collection rate]</small>	to be set	30.04%  [April to June 2014]	n/a	n/a	There was no agreed collection profile for 2013-14 , and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is approximately at same level as last year (30.2%) as some properties in Britwell were billed late due to the boundary changes.
Business Rates collection rate: Percentage of total amount due for 2013-14 collected to date	July 2014	<b>96.2%</b> <small>[2013-14 in-year collection rate]</small>  94.9% <small>[2012-13 in year collection rate]</small>	to be set	30.03%  [April to June 2014]	n/a	n/a	There was no agreed collection profile for 2013-14 , and this has still not been agreed for 2014-15. Our current collection rate (which is cumulative and will grow as the year goes by) cannot therefore be objectively assessed in terms of whether it meets target or not. Nevertheless it is slightly under the level achieved at same point last year (30.9%).

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of online financial payments made	July 2014	2,511 [March 2014]  2,034 [March 2013]	increasing 2,000+	3,670 [June 2014]	↓	Green	2014-15 is seeing a significant increase in volume of e-Payments. The volume of online payments remains significantly above baseline position, and represents very effective cost savings for transactions.
Percentage of calls to MyCouncil that were abandoned by the caller rather than queuing (in the month)	July 2015	27.0% [March 2014]  44.8% [March 2013]  38.8% [March 2012]	KPI is being baselined	14.6% [June 2014]	↑	n/a	A significantly improved abandoned calls position than the 21.3% value obtained in May. In June MyCouncil offered 19,588 calls of which 2,860 calls were abandoned outside service level agreement (SLA) by customers - an abandoned calls rate of 14.6%. Despite not formally agreeing a numeric improvement target, this service had been delivering a significantly improved response rate. This performance measure is in a period of baselining until December 2014, at which point agreed 'targets' will be formalised.
Number of Freedom of Information requests made (total across whole council)	July 2014	106.7 [average per month 2013-14]  79.1 [average per month 2012-13]	n/a	99 [June 2014]  110.5 monthly average year to date	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond, and to inform public information releases. The number of FOI requests made to the council has increased dramatically throughout the past year and continues to increase. 2013-14 saw an annual total of 1,280 requests - an average of more than 106 per month. In terms of Departments, Customer and Community Services is the subject of most FOI requests with 43% of all requests received during 2013/14.

Customer Focus							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Proportion of Freedom of Information requests made in month by people who had made at least one previous FOI application in the past 12 months	July 2014	41% [2013-14]  39% [2012-13]	n/a	36% 36 of 99 [June 2014]	n/a	n/a	The measure seeks to assess the degree of 'repetition' that exists within FOI applications, and states the proportion of FOI applications made by individuals who have made at least one other FOI application in the preceding 12 months. Across the whole year to end of June 2014, 42% of all FOI requests made were by individuals with a history of previous requests. Some requesters are particularly enthusiastic: for example, in the same period one individual made at least 64 separate applications, or 5% of all the requests received.
Number of stage 1 complaints made (across the council, including avarto)	July 2014	<b>Total: 494</b> <b>41.2 monthly average</b> <b>[2013-2014]</b>  <i>Total: 442</i> <i>36.8 monthly average</i> <i>[2012-13]</i>  <i>Total: 638</i> <i>53.2 monthly average</i> <i>[2011-12]</i>	45 or fewer per month	Total: 43 511 in year to date 42.6 monthly average year to date [year to June 2014]	↑	Green	June 2014 saw 43 stage one complaints logged, a total for the year-to-date of 511, with a monthly average for this period of 42.6. An increased number of complaints in April & May were linked to active canvassing and the local elections. The Council Tax service also saw a particularly pronounced increase in complaints, linked to end-of-year collection processes and a delay in responding to emailed enquiries. Following specific complaint training council wide over the last year, departments are recognising and logging complaints, these figures therefore represent a significant improvement over historic patterns in the quality of SBC services, and / or a much improved communication to residents and service users of what they can realistically expect from each service interaction. Detailed Directorate and service-level complaints figures are circulated to target attention on those areas generating highest volumes of complaints.

People							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of staff in establishment (headcount)	July 2014	1,161 [Q4 2013-14] 1,413 [Q4 2012-13] 1,521 [Q4 2011-12]	reduce	1,171 [June 2014]	↓	Green	The number of staff has reduced as new models of service delivery are implemented.
Number of staff in establishment (FTE - 'full time equivalent')	July 2014	894.90 [Q4 2013-14] 1,136.8 [Q4 2012-13] 1,286.9 [Q4 2011-12]	reduce	905.3 [June 2014]	↓	Green	The number of staff has reduced as new models of service delivery are implemented.
Staff turnover (resignations only)	July 2014	11.4% [2013-14] 7.9% [2012-13] 5.5% [2011-12]	5-15%	10.7% [year to June 2014]	↑	Green	Data is provided as a 'rolling year' position. Although still within parameters. Staff turnover has increased at a faster rate. Further investigation is required into the reasons why more staff are resigning.
Average staff sickness rate (days lost per FTE)	July 2014	8.3 days [2013-14] 9.9 days [2012-13] 11.6 days	8.5 days by Sept 2013. 6.5 days by Sept 2014.	8.6 [year to June 2014]	↓	Amber	Data is provided as a 'rolling year' position. Managers and Staff encouraged to use overall Balanced Scorecard diagnostically to focus on areas of high sickness.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Slough primary schools in special measures or with notice to improve	July 2014	3 [Mar 2013]  2 [Mar 2012]	0	4 [June 2014]	↓	Amber	Work is underway between the council and school leadership teams to address concerns raised and implement improvement activity at individual schools. Two of the schools have been deemed to be making 'satisfactory progress' towards improvement in follow-up Ofsted judgements (Colnbrook and St Ethelberts). Foxborough is deemed to still 'require improvement'. Our Lady of Peace Junior has recently been inspected as 'require improvement'.
<b>New:</b> % of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-13	New indicator for 2012/13 hence no baseline exists	increase	50.1% [2012-13]	n/a	n/a	This is a new indicator that was introduced by DfE this year to replace the percentage of pupils achieving at least 78 points across the Early Years Foundation Stage (with at least 6 in each of the scales in Personal, Social & Emotional Development and Communication, Language & Literacy). Achievement in the 2012-13 academic year shows performance in Slough is just 1.9% under the England average (52%).
<b>New:</b> % of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	19-Feb-14	73% [2011-12]	increase	74% [2012-13]	↑	Green	This is a new indicator that was introduced by DfE in 2012/13 to replace <i>the percentage of pupils achieving level 4 or above in english &amp; mathematics at Key Stage 2</i> . Achievement in the 2012-13 academic year shows a 1% improvement on the previous year. However, other authorities have also improved such that Slough's performance in 2012-13 is 1% under the England average (75%).
% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	19-Feb-14	66.1% [2011-12]  68.1% [2010-11]	increase	71.4% [2012-13]	↑	Green	Achievement in the 2012/13 academic year shows that performance in Slough Schools has improved by 5.3% from 66.1% in 2011/12 to 71.4% 2012/13. Slough's result remains well above the England average of 59.2% for 2012/13. Slough is ranked 7th best performing nationally out of 152 local authorities.

Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)  Comparisons for latest data: <b>Great Britain ('GB') and South East of England ('SE')</b>	July 2014	2.8% [Mar 2014]  3.7% [Mar 2013]  3.7% [Mar 2012]	maintain at low level compared to national value	2.2%  2,088 people [June 2014]  SE: 1.4%  GB: 2.4%	↓	Amber	<p>JSA claimant rate in June fell to 2.2%, comprising 2,088 people. Slough's rate has historically been lower (better) than the GB average, but these values are now close.</p> <p>The council and partners are seeking to increase employment opportunities and improve skills to secure a reduction in overall unemployment. Local value is historically better than nationally but remains high for the South East of England.</p> <p>The Council is continuing its work with partners to support the unemployed off unemployment benefit and back into the labour market. Our current activity is being delivered through 'Aspire for You' which includes community based Jobs Clubs, careers information, advice and guidance, CV and interview preparation support. The Business Community Start Up project support individuals that wish to develop their business idea and set up in business.</p> <p>In relation to employment at Heathrow Airport, SBC is part of the Academy Model around retail, construction and aviation. Our programme prepares interested individuals who are then referred to the relevant Academy. The academy prepares the individual further and guarantees a job interview in competition with other candidates. SEE PDG and Aspire have set up a further task group: Job Outcomes Group that will bring the town's employment support providers together to enhance partnership working, better coordination of activity and better preparation of individuals for local vacancies.</p> <p>Other task groups of the SEE PDG are Apprenticeships led by East Berkshire College and Business and Enterprise Skills Development led by a private sector partner.</p>



Economy and Skills							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Unemployment: Proportion of unemployed 18-24 year olds who have been unemployed for more than 6 months (JSA claimants).	July 2014	34.9% [Mar 2014]  33.3% [Mar 2013]	decrease	36.7% [June 2014]	↑	Green	In June, official figures show a total of 395 people aged 18-24 were claiming JSA; 145 of these were claims of 6 months or more (36.7%, or just over one-third). This percentage has reduced slightly on last month. All the programmes referenced in the preceding indicator are open to all cohorts, including young unemployed. The council seeks to to engage with young unemployed residents to increase their employment opportunities and secure a reduction in long term unemployment. The structural changes to the labour market have disadvantaged this cohort who are often seen as less favourable to the employer as they lack the experience that employers require. This time of the year will also see an increased level of unemployment amongst this cohort due to seasonal employment
Unemployment: Proportion of the economically inactive working-age population who state they <b>want</b> a job. [Measure derives from ONS Annual Population Survey, and is updated quarterly.]  <b>National: 24.6% South East: 26.7%</b>	July 2014	24.4% [year to March 2012]	increase	32.8% [year to Mar 2014]	↑	Green	This measure is established by a small scale national survey and is updated periodically by Office for National Statistics. The latest data estimates a big increase in the proportion of economically inactive residents who state that they are actively seeking employment. This context will be referenced locally in assistive employment activities. The recent research commissioned by SBC into the barriers faced by economically inactive people who aspire to enter the labour market, highlighted key factors that hinder this; these factors include: expensive childcare, inflexible job opportunities and low skills of the resident population. The "Jobs Outcome Group" task group will look into how partners can work collectively to address these barriers and provide more engagement and opportunity for these residents to find work.

## Health and Wellbeing

**N.B. The current Health and Wellbeing indicators represent a holding position and are included only whilst the SBC Health Strategy is being developed. Once valid and viable performance indicators are available, these context measures will be reported on an annual basis.**

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Prevalence of modelled adult obesity as measured by the Health Survey for England	Aug-12	23.7% [2006-2008]	reducing, under 24.2% [England value]		n/a	Green	N.B. only one data set has been released to date by national Government. Although obesity is a significant health concern, there is a shortage of robust local data on prevalence.
Prevalence of childhood obesity at start of primary school (Reception) as measured by the NCMP	22-Jan-14	<b>11.8%</b> <b>[2011-12]1</b>  11.0% [2010-11]  0.8% [2009-10]	reduce closer to national rate	12.4% [2012-13]	↓	Amber	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than the national average in 2012-13 (9.3%) and this has increased from the 11.8% established in 2011-12. The gap between Slough and England has marginally increased. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.
Prevalence of childhood obesity at end of primary school (Year 6) as measured by the NCMP	22-Jan-14	<b>21.3%</b> <b>[2011-12]</b>  21.2% [2010-11]  21.4% [2009-10]	reduce closer to national rate	20.7% [2012-13]	↑	Green	Measured annually. Latest data for 2012-13 year has just been released. Slough has a higher rate of childhood obesity than national average (18.9%) although this has decreased marginally, with the gap between Slough and England narrowing in the past year. Partnership actions and impact are being reviewed and revised by the relevant Priority Group of the Children & Young People's Partnership.

Housing							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Number of Housing Benefit Claimants	July 2014	11,518 [March 2014]  11,590 [Mar-12]	n/a	11,543 [June 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. An increase of 35 claimants since the position in May.
Number of Council Tax Support Customers (previously 'Council Tax Benefit Claimants')	July 2014	10,410 [March 2014]  11,800 [Mar-13]  11,710 [Mar-12]	n/a	10,518 [May 2014]	n/a	n/a	This is a volume indicator, monitored on the basis of ensuring appropriate resource to respond to public need. An increase of 36 claimants since the position in May.
Speed of Processing of Housing Benefit and Council Tax Support (previously 'Council Tax Benefit') claims: (a) New Claims (b) Change of Circumstances  <i>England 2011-12 : (a) 24 (b) 9</i> <i>England 2012-13 : (a) 24 (b) 11</i>	July 2014	(a) 20.3 days (b) 9.1 days [2013-14]  (a) 27.54 days (b) 13.99 days [2012-13]  (a) 19 days (b) 8 days [2011-12]	<i>Provisional targets</i>  (a) 20 days (b) 10 days  (or fewer)	<b>In month performance</b> <i>*year to date performance</i>  (a) <b>28.83 days</b> <i>*27.15 days</i> (b) <b>12.28 days</b> <i>*13.10 days</i> [June 2014]	↑  ↑	Amber	Performance speeds within June have improved in comparison with May's position, however both measures remain in exception.  The cumulative performance for the year-to-date also misses the target for New Claims (target is 20 days) and for Changes of Circumstances (target is 10 days).  It is not unusual for the turnaround times to be higher at the beginning of the year as a large number of claims are submitted when main billing occurs.  The figures for this time last year at the end of June were 22 days for New Claims and 13 days for Change of Circumstance. The targets for last year of 20 days for New Claims and 10 days for change in circumstances' were achieved and we have no reason to suggest that they will not be achieved this year.  It must be noted that this is an annual target. SBC is working with our contracted deliverer of this service to improve Speed of Processing times.

Number of households in temporary accommodation including hostels	July 2014	99 [March 2014]  87 [Mar-13]  90 [Mar-12]	95 or less	94 [June 2014]	↑	Green	An decrease from 97 households in May 2014. Homelessness is increasing both locally, regionally and nationally, and targets for 2014/15 are being reviewed in light of this national change. The demand for temporary accommodation is predicted to increase. We are increasing our permanent offers to those cases on the housing register but have a significant fall in the number of vacancies that we get in each year. SBC have created a new social lettings agency to discharge our duty into the private rented sector.
<b>New:</b> Number of families placed in Bed & Breakfasts (B & B's).	July 2014	0 [March 2014]	Nil	0 [June 2014]	↑	Green	This is a new indicator that has been added to the scorecard report.

Regeneration and the Environment

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Improve bus punctuality: Non-frequent bus services running on time (formerly NI 178a)	Oct-13	77.5% [2009/10]  83.0% [2011/12]	increasing	91.0% [2012/13]	↑	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement from the previous year [83% 2011/12]. Local punctuality is above the England value for 2012/13 (82.8%).
The percentage of household waste sent for reuse, recycling or composting.	19-Jun-14	<b>29.9%</b> [2012-13]  30.7% [2011-12]	>30.7%	29.4% [year to March 2014]	↔	Amber	Full year results show a small reduction on 2012-13 levels, and a narrow miss of the target (30.7%). We have experienced a reduction in recycling due to loss of the green waste service in December. Recycling Service figures have reached plateau and are static around the 29 - 31% rate and fluctuations are now due to composting. A reinstatement of 12 month garden waste service would increase recycling rate to previous levels. Data is available on a quarterly basis only (some months in arrears),
Percentage of municipal waste sent to landfill.	19-Jun-14	<b>9.9%</b> [2012-13]  6.4% [2011-12]	<6.4%	5.9% [year to March 2014]	↓	Green	Full year results show an outturn of 5.9%, meeting our target for the year of 6.4% or less. In total, 3,158.64 tonnes of municipal waste was disposed of by landfill during 2013/14.  An exceptional performance for Q4 of only 0.8% landfill use due to peak performance from EfW. Q2 showed the highest rate of landfill use at 17%, due to a Planned EfW offline shutdown, but waste was only sent to landfill in September.

Safer Communities

Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Single Assessments completed and authorised within 45 working days (in month)	July 2014	50.9% [2013/14]	100%	80.0% [in month of June 2014]	↓	Red	<b>PROVISIONAL DATA</b> Current performance of 80.0% is a vast improvement on the March 2014 position of 50.9%. From 14th October 2013 Children & Families moved to the Single Assessment (as per Working Together 2013) which has a timescale compliance of no more than 45 working days; at this point the previous dual approach of Initial and Core Assessments ceased. Although we are seeing marked improvement in compliance with these timescales, almost 1-in-5 assessments were still not finalised within the 45 working day timescale. Target for this measure is <del>100%</del>
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) Rate per 10,000 local children.	19-Jun-14	172 (54.3) [March-12]  185 (48.3) [March-13]	rate below last England average (59.1 in 2012, 60.1 from 2013)	(a) 198  (b) 51.7 [Mar 2014]	↓	Green	<b>PROVISIONAL DATA</b> The Council is legally obliged to accommodate children when this is necessary to ensure their safety. This number has risen by 6 since March 2014.
Children subject to Child Protection Plans at month end (a) Number (b) Rate per 10,000 local children.	July 2014	256 (66.9) [March-14]  146 (38.1) [March-13]  209 (55.9) [March-12]	rate within +/- 15% of last England average (37.0 to 50.0 in 2012; 31.2 to 42.2 from 2013)	(a) 256  (b) 66.9 [June 2014]	↑	N/A	June records show a total of 256 children subject to child protection plans. The service has removed any value-led 'tolerance' levels which determine if the local value is cause for concern or investigation. Our target was originally set with the aim of being within ± 15% of the Statistical Neighbour average (at March 2012) but we have seen a significantly larger than expected number of children suffering abuse or neglect and requiring this level of protection. More recent comparator rates for March 2013 have recently been released; the service is reviewing these with a view to revising these in September 2014.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of children looked after adopted from care or granted a special guardianship order (in year to date)	19-Jun-14	<b>21.6%</b> [2013-14]  14.9% [2012-13]	above 8%	20.7% [yr to May 2014]	↑	Green	Current performance represents 31 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months.
Number (and %) of Adult Safeguarding Alerts that led to a strategy meeting per month  Our 'tolerance' target of 30-40% has been set as a guide for ensuring we receive all appropriate safeguarding concerns for consideration - without casting our net either too widely or too narrowly. RED = miss target for 3 consecutive months in same direction.	<b>July 2014</b>	<b>34.3%</b> [2013-14 year]  38% [2012-13 year]	low number 30-40%	34.5% 29 of 84 [June 2014]	↓	Green	This month the proportion of safeguarding referrals requiring progression to strategy meetings is within the target tolerance. <b>Across the whole of the 2014-15 period to date, this value is within the target tolerance (at 31.7%).</b> Activities underway to ensure this is maintained include: All safeguarding alerts are triaged by a Designated Safeguarding Manager (DSM) to determine whether they need to progress through the safeguarding process. The levels of response guidance has been reissued to all DSMs enabling them to determine the need for a safeguarding response to keep individuals safe or whether other processes are more appropriate e.g. care management review, referral to other agencies e.g. Women's Aid, Anti-Social Behaviour Team.

Safer Communities							
Performance Indicator	Date updated	Baseline	2014-15 target	Actual	Direction of travel	RAG rating	Comments
Percentage of Adult Safeguarding strategy meetings taking place within 5 working days of referral per month	July 2014	93.4% [2013-14 year]  81% [2012-13 year]	above 80%	100% 2 of 2 [June 2014]	↑	Green	On target this month, and for the whole of the 2014-15 period to date (100%). Activities are being sustained to maintain target achievement as follows: All operational team administrators have been reminded by email that data should be recorded in a timely manner to ensure that data is accurate. Team Managers have been asked to check this in team meetings and supervisions. All DSMs have been emailed and spoken to by Heads of Service to ensure that all safeguarding strategy meetings will be held within five working days other than in truly <i>exceptional</i> circumstances. This was discussed and agreed at January Care Governance Board. The Slough Safeguarding Procedure has been reviewed to provide more clarity on the use of virtual as well as actual strategy meetings to ensure adherence to time guideline. It is suspected that virtual strategy meetings have occurred but not been comprehensively recorded.
Crime rates per 1,000 population: <b>All crime</b> (cumulative from April)	21-May-14	89.78 [2012/13]  110.49 [2011/12]	reducing	83.54 [rolling year to March 2014]	↑	Green	<b>A significant decrease in crime rates has been secured, which represents a real decrease in crime levels.</b>  The year to March 2014 when compared to the previous cumulative year to date (April 2012 to March 2013) saw a reduction in the rate of <b>all crime</b> (was 89.78), fewer <b>offences in violence against the person</b> (was 16.68) and <b>serious acquisitive crime</b> (was 20.53).
Crime rates per 1,000 population: <b>Violence against the person</b> (cumulative from April)	21-May-14	16.68 [2012/13]  22.60 [2011/12]	reducing	16.31 [rolling year to March 2014]	↑	Green	
Crime rates per 1,000 population: <b>Serious acquisitive crime</b> (cumulative from April)	19-Feb-14	20.53 [2012/13]  25.70 [2011/12]	reducing	17.77 [rolling year to March 2014]	↑	Green	



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<b>Accommodation &amp; Flexible Working</b>		Project <b>SPONSOR</b>		Roger Parkin	
<b>Wards affected</b>		Project <b>MANAGER</b>		Charan Dhillon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	<i>AMBER</i>	30/05/2014
Project start date:	01/04/2013		Anticipated Project end date:	Oct 2015	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<ol style="list-style-type: none"> <li>1. Upgrade the mechanical and electrical plant at SMP in order to provide a better working environment for building users and improve the ventilation and heating.</li> <li>2. Increase the number of meeting rooms at SMP in order to support staff to do their jobs more easily, enabling greater access to rooms for one to ones, confidential meetings, quiet working etc.</li> <li>3. Create a Business Centre to support staff development creating a facility that provides quiet confidential space that can be used flexibility for e-learning, quiet working and transformed into the elections room during the Election period.</li> <li>4. Provide informal meeting space that enables staff to easily transfer from their desks to have a discussion away from the open plan desk area where required.</li> <li>5. Enhance Flexible Working Practices, helping staff to do their jobs more efficiently and easily through installing Wi-Fi and creating work space in hubs in community space around the borough.</li> <li>6. Enhance use of building assets through better utilising office space and installing more modern furniture and DIP solutions to reduce floor space being used to store paper.</li> <li>7. Create a private reception waiting area for Social Services clients, giving them greater privacy where required.</li> </ol>					
Key activities completed / milestones achieved in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Glass partition builds at LMP completed in preparation for Housing to move into the Customer Service space, providing greater security for staff.</li> <li>2. Decant of 2<sup>nd</sup> Floor West started. First to moves have gone very well, staff settling into new accommodation at the centre. Facilities and Arvato worked very well together, ensuring minimum disruption to customers.</li> <li>3. Social Services received the new desks on the Ground Floor East at SMP to accommodate their additional desk requirement. All very happy, Kitty has confirmed that this is very comfortable and working well for the staff.</li> <li>4. Head of Facilities has been working with Housing management to space plan their requirement for building additional offices at LMP.</li> <li>5. Property Services highlighted that necessary works to the SMP Roof should be carried out within the existing project, to prevent internal damage to newly decorated office. This request was presented to the Capital Strategy Board, requesting additional funding. The board have agreed that Property Services proceed in enabling CF Roberts (the appointed contractor to carry out the boiler and building works) to carry out the roof work and return to the capital strategy board for additional</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

funding request in August 2104.

6. Arvato raised concern regarding the reception layout at SMP and safety of their staff. Therefore the work to replace the reception desk and create wall partitions around the desk and the Ground Floor West entrance is now back in scope, as it was previously removed.

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

1. Meet with CF Roberts (Building Contractor) and other interested parties to finalise programme and detail of works.
2. CF Roberts to start setting up on site at SMP and commence works on 7<sup>th</sup> July.
3. Move Services Supporting Behaviour to Littledown.
4. Wi-Fi Solution proposal to be provided by Arvato.
5. Undertake final set of moves to complete decant of 2<sup>nd</sup> floor west.

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

**More detailed Risk Register prepared – below are the main headings**

Red /Amber/ Green

1. **Reliance on Partners** – The programme is relying on partners such as Arvato being able to deliver support as required and deliver IT solutions within required timescales. This includes development of Wi-Fi, support in the physical moves and ordering of IT kit. The Head of Facilities is ensuring that Arvato are given sufficient notice of requirements. SBC employed IT Manager is part of the project board, therefore enabling efficient communication between the project board and Arvato. Where issues are experienced these will immediately be brought to the attention of the Contract Manager who will support the project group in addressing any such matters.

Amber

2. **Capital Budget Overspend** – The budget forecast has been prepared with detailed costing. Contingencies have also been allowed for and close monitoring of spend is taking place to prevent any overspend.

Amber

3. **Staff resistance/blockages to changes** – It is recognised that installing new furniture i.e. smaller desks, changing the environment layouts and generally implementing changes related to this project will result in staff resistance/blockages. We are maintaining consistent communication with staff through briefings, email and the weekly newsround. Furniture samples have been available for staff to view and test over the last 6 months, enabling us to listen to feedback. This project creates a number of improvements such as more meeting space, more desk availability and enhanced break out space. Therefore these benefits are being used to promote the changes and at present the risk is low. Layout plans have been checked by the Health & Safety Manager and Building Control all has confirmed the plans meet requirements.

Amber

4. **Delivery timeline** – It is anticipated that this project will continue until September/October 2015. There will be reliance on a number of factors throughout the life of this project i.e. delivery of equipment and materials, contractor's staff, sufficient resources available in the Facilities Management and Property Services team to support delivery etc. As this project includes mechanical & electrical and building works, there is a risk of unexpected findings causing delays. A lot of time has been committed in surveying the building and estimating timescales, therefore the risk is low at this stage. The Head of Facilities and Property Engineers have already committed a lot of

Amber

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<p>time to this project and at present time are being well managed between other commitments and this will continue. The Head of Facilities has prepared a detailed schedule, so resources can be allocated in advance enabling other commitments and projects to be scheduled around the timetable for this project.</p>	
<p>5. <b>Legal Delays</b> – Procurement regulations have been followed as required with allocation of time for legal work.</p>	Amber
<b>Recommendations for CMT:</b>	
<p>1. To support the project board with the proposed changes to working practices and promote these within your service areas.</p>	

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<b>Fit for the Future</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Kevin Gordon	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	10/07/2014
<i>Previous month</i>	<i>AMBER</i>	<i>GREEN</i>	<i>AMBER</i>	<i>AMBER</i>	11/06/2014
Project start date:	08/10/2013		Anticipated Project end date:	29/08/2014	
<p>70% Completed 80% 90% Remaining 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
Key project deliverables (what are the key deliverables this project intends to produce?)					
<p>The project scope / profile has been refined into the following themes:</p> <ol style="list-style-type: none"> <li>1. Organisational Development - includes five workstream; <ul style="list-style-type: none"> <li>• Customer Focus</li> <li>• Governance</li> <li>• Prevention</li> <li>• Staff Engagement</li> <li>• Transformation Capacity</li> </ul> </li> <li>2. Leadership Development</li> <li>3. Developing Skills</li> <li>4. Recruitment and Retention</li> <li>5. Recognising Success</li> <li>6. Employee Well Being</li> </ol> <p>Project terms for these areas and a full risk analysis to be signed off.</p>					
Key activities completed / milestones <b>achieved</b> in <b>this</b> period:					
<ol style="list-style-type: none"> <li>1. Facilitation training being commissioned to support senior managers and officers roll out the Management Development Programme to cohort 3 and beyond.</li> <li>2. First three of five modules of the cohort 2 Management Development Programme completed.</li> <li>3. Staff conference organised by Employee Engagement Group launched on 8<sup>th</sup> July to recognise and celebrate successes and introduce O&amp;WD strategy. More than 400 attended with positive initial feedback.</li> <li>4. Following Leadership Forums for the senior leadership team Assistant Directors will use a development day for exploring collaborative ways of meeting the medium term leadership challenges.</li> <li>5. E-learning usage promoted during learning at work week and through drop-in sessions.</li> <li>6. Re-designed recruitment job packs and web pages have improved job advertising with more engaging content.</li> <li>7. Interviews held for candidates applying through the National graduate development programme.</li> <li>8. 'Stop smoking' initiatives targeted at new starters during recruitment and induction.</li> <li>9. Revised customer charter, standards and strategy drafted - customer journey assessment commenced at Thomas Gray centre.</li> <li>10. Interviews for 'Transformation' posts planned at end of August 2014 with posts to be filled by Q3 (Oct-Dec).</li> <li>11. Employee engagement the winner in the World Cup 5-a-side football tournament held at Montem.</li> <li>12. Poster designs considered to encourage staff to keep their desks clean.</li> </ol>					
Key activities / milestones <b>scheduled</b> for <b>next</b> period:					
<ol style="list-style-type: none"> <li>1. Review feedback reports from 8<sup>th</sup> July staff conference and ideas for translating values into behaviours.</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

2. Screen edited highlights of the staff conference for staff not able to attend main event.
3. Management Development Programme course schedule for cohort 3 sent to applicants.
4. e-Recruitment process first report on timescale implementation from Arvato .
5. e-Recruitment form developed and process finalised.
6. Appraisal process for collecting training needs reviewed.

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

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

**Red / Amber / Green**

**1. Leadership Development:**

Capacity and experience issues for volunteer facilitators could impact on the integrity of the Management Development Programme (MDP) and the seamless rollout of the Programme in its current format to future managers after cohort 2 completes in August 2014.

Status changed from red to amber following agreement to invite expressions of interest from training providers to develop facilitation skills of volunteer facilitators to deliver MDP to cohort 3 specifically but also for general skills to build the capacity of the organisation for the future.

Amber

**2. Governance:**

Capacity to support the project at a pace to achieve change. Resources for non-capital project support through a PMO not identified

Red

**3. Staff engagement:**

Staff engagement and a cultural shift of winning hearts and minds of managers and staff to new ways of operating will not be achieved after the staff conference without SLT support for half day monthly visits to front line staff/services and without reviewing and agreeing behaviours for each SBC value.

Amber

**4. Customer Focus:**

The Customer Focus Programme Board is without a project manager or a business case.

Red

**Recommendations for CMT:**

1. To take appropriate actions to address the above risks

## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>Learning Disabilities Change Programme</b>			Project <b>SPONSOR</b>	Jane Wood	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	04/06/2014
Project start date:	September 2012		Anticipated Project end date:	March 2016	
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 <b>this</b> period:					
<p><b><u>Key deliverables during the period</u></b></p> <p>Further progress has been made during the month to ensure the efficiencies identified for 2014-15 will be delivered on target including:</p> <ul style="list-style-type: none"> <li>• Langley House development progressing with an anticipated move in date of July 2014. Implementation process underway for moving customers in.</li> <li>• Regular programme of monthly implementations meetings continue with all the providers developing services.</li> <li>• Regard has placed an offer on a 6 bed property in Slough. Offer accepted purchase progressing.</li> <li>• Mencap have submitted costs which are being agreed. Once agreed Mencap will proceed with identifying and purchasing property for which they have capital funding agreed and set aside. The service manager has been appointed and further consultation with families completed successfully.</li> <li>• Look Ahead scattered stock. First assessments being completed and property identified as suitable for 2 people. This will be a cost pressure however people being moved due to changing needs. So using the approach of forward planning and cost avoidance of high cost placements. Work is underway to respond to the housing needs of people with Mental ill Health and Physical Disabilities who are in housing need.</li> <li>• The development of the Council's own stock of accommodation for community based supported housing has progressed with a final list of 18 suitable units identified for development over a 12 month to 2 year time frame. Detailed plans for the first scheme have been agreed with Housing and the planning application and design stages are about to begin.</li> <li>• Further meetings have been held with Dimensions Voyage Care and Seymour Homes to agree to progress them moving from Residential Care to Supported Living This work is moving forward following a process of actions to ensure all elements needed to make the transitions are completed. The 3 Providers are confident that they will make the transition and are keen to do so. However budgets need to be worked through to ensure efficiencies can be achieved.</li> <li>• Another Home of Your Own consultation event is planned for 15 July at Arbour Vale School. Care providers will be presenting care models to parents and service users. This event was planned as part of feedback from a parent at the Home of Your Own event in February 14.</li> <li>• Budget modelling against the efficiencies plans is underway.</li> <li>• Assessments of service users under the Mental Capacity Act are underway.</li> <li>• Court of Protection paperwork re signing tenancies completed and sent to the court for approval for people about to move into Langley House.</li> <li>• An initial planning meeting to refresh LD Commissioning Strategy has taken place with target for completion by September 2014.</li> </ul> <p>A meeting was held with Wexham Hospital Social Work team looking to find suitable accommodation and care/support for 4 young stroke victims whose needs are not being met and care costs high.</p>					
Key activities / milestones scheduled for <b>next</b> period:					
<ul style="list-style-type: none"> <li>• Regard to continue to source accommodation for 6 service users.</li> </ul>					



## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

- Mencap to source 2 units of accommodation for 8 people.
- Langley House allocations take place.
- Agree service allocations with Look Ahead.
- Best interest decisions and CoP applications forms are completed for all prospective service users for Choice, Affinity Trust, Regard and Mencap. Progress satisfactory.
- De-Registration activities continue through regular progress meetings with providers.
- Decision to commence occupancy without signed tenancy agreements agreed. Letter written by Simon Broad agreed.
- Day Opportunity work meet with Heads of Service to agree September workshop planning.
- Work being done in partnership with Mental Health and ASC Physical Disability Hospital discharge stroke patients to provide supported housing.
- Work to begin to assess customers who will be the next to move from residential care or whose housing/care needs have changed.
- Membership of LDGP Board has been extended to mental health commissioners and to extend the strategic planning across sectors and reduce silo working. This will include the work being done to house/support people with disabilities who are in hospital.

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

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

**Red / Amber / Green**

(the main headings from the more detailed Risk Register for this project)	Red	Amber	Green
1. The Care Funding Calculator assessments and consulting with families has now progressed and is ongoing. Also Operational vacancies have now been filled. However the capacity to undertake LD2 and the de-registration programme, has now been reduced and it is anticipated that this strand of work will take longer to achieve which may have an impact on programme planning and efficiencies.		Amber	
2. Capacity – Health – Uncertainty whether sufficient capacity to meet the health needs of all clients returning to the Borough particularly around Psychology support. Negotiations ongoing with CCG about the resourcing of this.		Amber	
3. Capacity - Mental Capacity Assessment process needs to be adequately resourced including increased Deputyship pressures that need to be addressed.		Amber	
4. Court of Protection applications taking up to 6 months to be processed this could significantly delay re-housing of service users in Supported Living and have a financial impact as housing providers will expect the council to cover the cost of voids arising from the delays.	Red		
5. The time taken to complete CFC assessments has 2 key delivery impacts 1) to provide basis to be able to initiate negotiations with existing Residential Care providers at reducing costs and 2) to facilitate negotiations on price with Approved Supplier providers to agree Supported Living services. Pressure remains as further referrals come through.		Amber	
6. Accommodation Provision – Housing market has heated up increasing competition for housing making it more difficult to secure accommodation in addition house prices now increasing Approved Providers need to be able to procure appropriate accommodation and make it suitable for the client group within the constraints of HB Regulations.		Amber	
7. Individualised Supported Living care costs higher than Block Residential Care cost.		Amber	
8. A number of the out of borough placements are living close to family/carers and will be reluctant to return to Slough.		Amber	
9. A small number of the out of borough placements are in highly specialised provision and suitable provision may not be available locally or to develop locally will be too expensive.			Green
10. Returning clients too quickly to the Borough may put undue stress on related provision within the borough especially health (detailed in item 2 above) & day services.			Green
11. Upfront implementation/transition costs will impose increased budget pressure in short term and will offset some of the efficiency savings.		Amber	

## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

12. The implementation of the personalisation work needs to be co-ordinated alongside the introduction of supported living services to enable choice and control.		Amber	
13. The implementation of the personalisation work needs to be co-ordinated alongside the introduction of day opportunity services to enable choice and control.		Amber	
14. The development of the day opportunities market will be linked to supported living providers in providing more choice and control for customers. Some resource will need to be allocated for a co-ordinator to develop the market.		Amber	

### Risk Mitigations:

1. The staffing resource has been reduced since the last report so the planning process needs to be revised to take this into account through the LDCP PB.
2. Health representative will attend the LD Programme Board meetings to ensure strategic liaison and LD Lead will discuss with CCG. Plus returning clients will need health needs assessment undertaken by Health in locality where they currently live and this can form basis for in-house team to assess what health services they will need when back in Slough.
3. Paper going to DMT regarding deputyship resources that will be needed.
4. Develop a policy on commencing occupancy without signed tenancy agreements during CoP application process, subject to Best Interest decision and following legal and HB department advice which will potentially reduce the cost of voids and prevent delays in re-housing clients.
5. Additional resource available to the LDCP through LD budget to allow for CFC assessment programme to be completed.
6. Monthly review in progress.
7. This will be monitored and managed throughout the lifetime of the programme and sign off of all new placements/services will be via the Assistant Director Adult Social Care, Commissioning and Partnerships.
8. This will require in-depth consultations and/or negotiations with existing providers about reducing costs. Additional resource will allow for more intensive consultation to take place. A policy to manage clients who outright refuse needs to be developed.
9. NFA.
10. The return programme will be carefully managed and impact on related services will be regularly reviewed.
11. Additional transitional costs will be built into the financial modelling.
12. Ensure that Personalisation work is managed across the piece as a joined up piece of work agreeing timescales and actions.
13. Day opportunity work being considered through the Market Position Statement and being progressed with Heads of Service.

### Recommendations for CMT:

1. To note the update and the continued red status for risk 4. This is a national issue that could impact on delivery. This situation is being monitored and the risk will be escalated if it continues.

## Projected Savings 2014 / 15

	<b>Service and (number of clients)</b>	<b>Part year savings £,000</b>	<b>Full Year savings £,000</b>
<b>Q1</b>	Comfort Care (6)	100 (banked)	100
<b>Q2</b>	Choice, Langley House (6)	126	254
<b>Q3</b>	Regard Partnership (8) Mencap (8)	65 41	154 83
<b>Q4</b>			
<b>Total</b>		332	591



## Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014

<b>Safeguarding Improvement Board</b>			<b>Project SPONSOR</b>	Jane Wood	
<b>Wards Affected: All</b>			<b>Project MANAGER</b>	Kitty Ferris	
	Timeline	Budget	Issues & Risks	<b>OVERALL STATUS</b>	Date of update report
<b>Current period:</b>	<b>RED</b>	<b>GREEN</b>	<b>RED</b>	<b>RED</b>	30/06/2014
<i>Previous month</i>	<b>RED</b>	<b>GREEN</b>	<b>RED</b>	<b>RED</b>	31/05/2014
Project start date:	June 2011		Anticipated Project end date:	End March 2015/16	
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					

### Summary

Ensuring a stable workforce of quality and sufficient capacity continues to be a top priority of the improvement programme. The status reports over the past two- three months have reported on the positive impact the investment in the social work workforce with the introduction of two new teams, has already had on areas of performance important to the achievement of conditions from which to build quality practice.

In this reporting period, the third of the four new teams became operational. In addition the Council launched a national recruitment drive, supported by a new website and recruitment and retention offer for which there has been healthy interest, though it is too early in the recruitment process to project the outcome.

During this month the recruitment to two performance analyst posts was also commenced, with interviews being held mid July. The response to this advert has been good and has resulted in the corresponding risk, included in the risk table at the end of this report, changing from a red to an amber status.

### Staffing: Investment and Expenditure Projections 2014/15

The table below shows the substantial investment in staffing for 2014-15 and confirms that a total of £3.3m has been added to the budget during the year. This is to enable full funding for 91 which included administrative posts to be filled by either permanent or agency staff so that the service can achieve its objective of reducing caseloads. This growth is sourced by permanent funds of £0.9m including funding for future planning and £2.4m which is one off funding.

	£'000	£'000
Current Budget		2,841
Increased Establishment	701	
Agency Cover	2,403	
Future planning	142	
<b>Sub Total</b>		<b>3,246</b>
<b>Total*</b>		<b>6,087</b>

\* Of the £6.087m; £2.4m is one off and £4.6m is recurrent of which £842k is new.

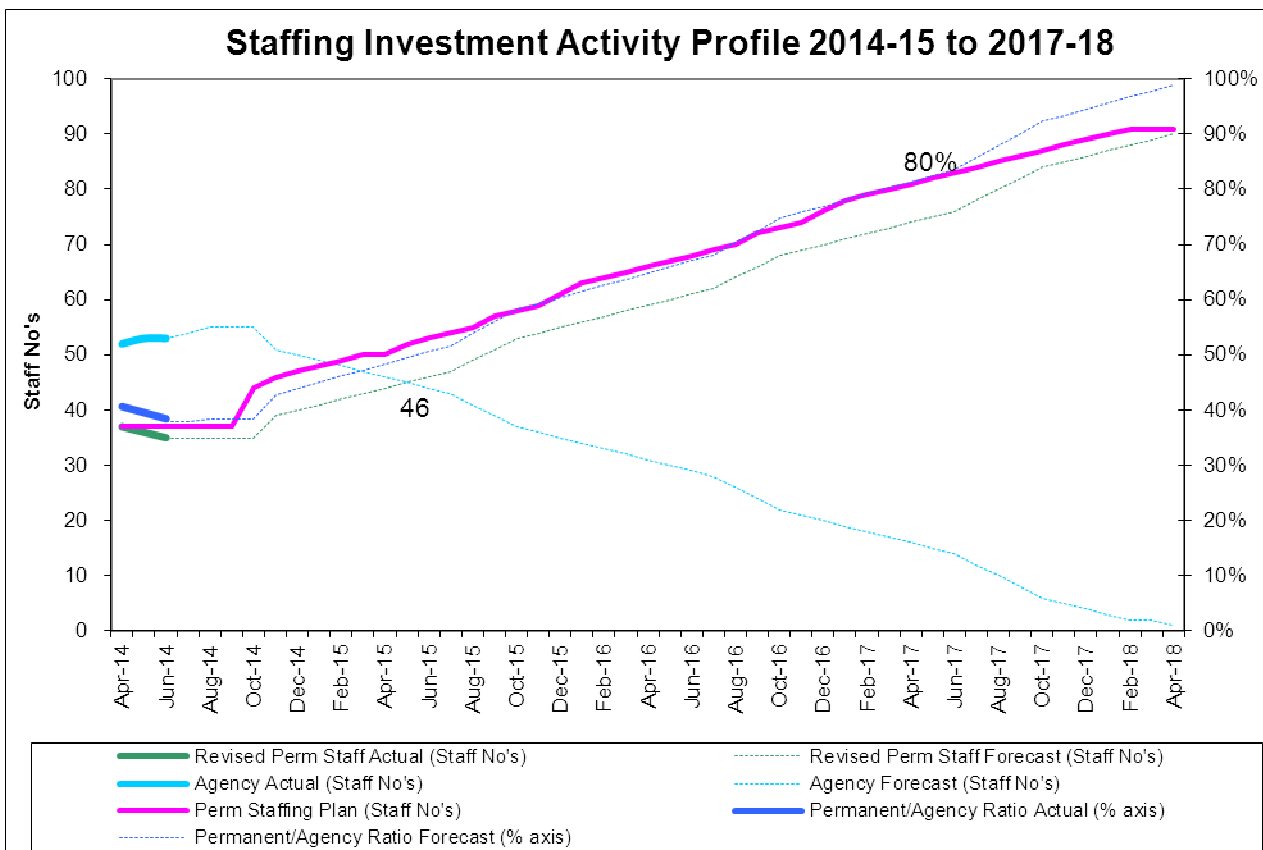
**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

As at June 14, of the 91 funded posts, there were 3 vacant posts and therefore 88 fte staff where employed. Of this total there were 35 permanent posts at a cost £1,610k, and 53 agency staff at a cost of £4,497k, a total of £6,107k, and represents a small projected overspend of about £20k. This represents a current ratio of 40:60% between permanent and agency staff.

Latest projections continue to assume that by the end of the current financial year there will be 8 additional permanent SW posts, resulting in a ratio of 43 permanent staff, 2 vacant posts and 46 Agency (i.e. 47%:53%). The goal to achieve is an 80:20% split and is to be achieved within 3 financial years. A new advertising campaign launched in June, closing date of 10<sup>th</sup> July is in line with new staff being employed from November onwards. This is at a cost of £35k and is not included in the overspend above. Any overspends will be offset by reduction in agency staff by the year end.

The graph below shows the staffing profile of permanent to agency staff over the next 3 years. The cross-over point where permanent staff starts to exceed agency staff is now expected to be being around April 2015. The goal of achieving the ratio of 80% permanent staff is projected to be reached in February 2017.

A new line on the graph has been introduced to reflect the permanent staffing plan as per the growth bid (pink line); this had assumed that currently we would have 37 planned permanent posts (actual 35), 50 posts by Mar15, 65 by Mar 16 and 80 by mar 17 to achieve the 80% required. The revised permanent staff line (green line) shows based on where we are, and the recruitment plans; where we expect to be.



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

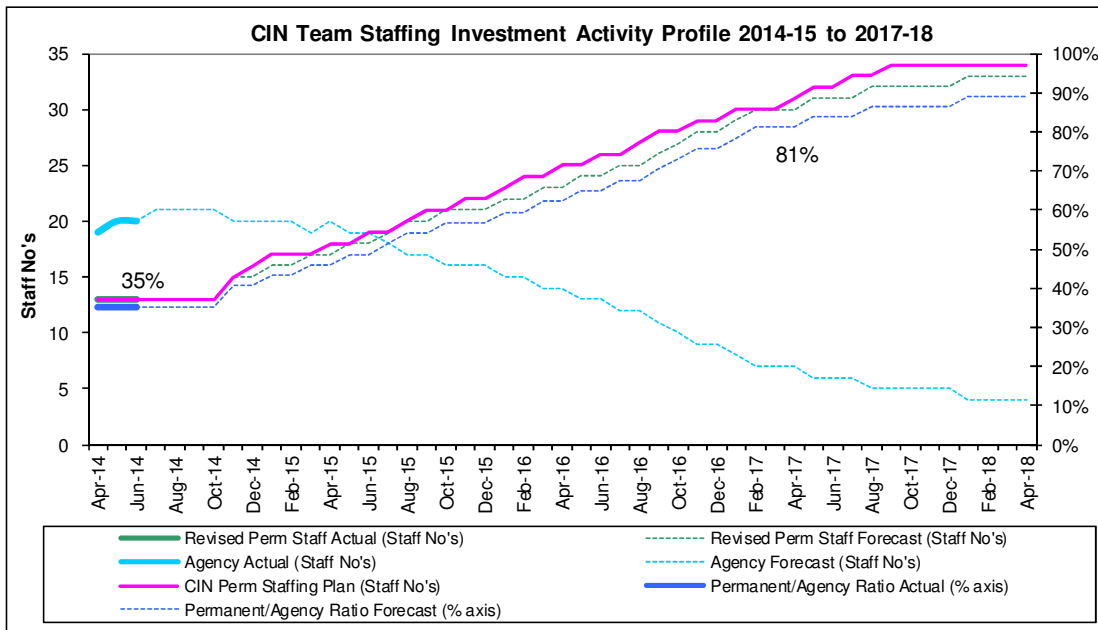
All Teams	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	91	91	91	91
Perm staffing Plan	37	50	65	80
Revised Perm Staff	35	43	58	73
Variation	-2	-7	-7	-7
Ratio (Perm/Agency)	40%	47%	64%	80%

The table above shows a profile permanent staff plan as per the growth bid, and the revised plan based on Jun14 actual and future plans for 2 years to achieve 80% permanent staff by April 17. The current ratio is 40% for all staff, but varies from 32% in the P&C Team to 77% in LACL Team.

This shows that 8 permanent staff will be employed by the end of 2014 15, 15 in 2015 16 and 15 in 2016 17.

The graph is however skewed when all SW staff are considered together, so a further analysis over the 2 service head teams is required, made up of the Children In Need (CIN) and Protection & Care Team (P&CT) / Looked After and Care Leavers Teams (LA&CL) combined, to show where pinch points exist.

**CIN Team**



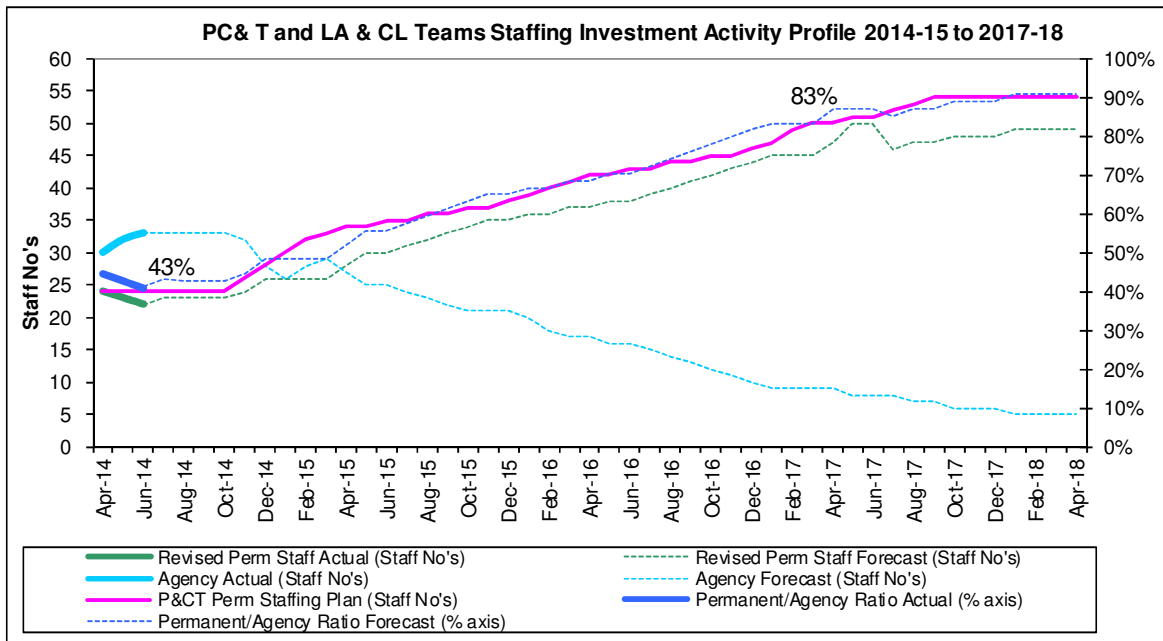
CIN Team	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	37	37	37	37
Perm staffing Plan	13	17	24	30
Revised Perm Staff	13	17	23	30
Variation	0	0	-1	0
Ratio (Perm/Agency)	35%	46%	62%	81%

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

The graph and table shows that 4 new staff will be employed in the CIN Team, in this year and a further 6 in 2015 16, and 7 in 2017 18 to achieve 80% by April 17. The current permanent staffing ratio is 35% and the permanent staffing plan line assumes (pink line) a near full complement (where we need to get to), and the revised permanent staff line (green line) shows how we will achieve this.

**PC&T and LA & CL Teams**

The graph and table shows that 4 new staff will be employed in the PC & T and LA & CL Teams, in this year and a further 11 in 2015 16, and 8 in 2017 18 to achieve 83% by April 17. The current permanent staffing ratio is 43% and the permanent staffing plan line assumes (pink line) where we need to get to, based on the growth bid, and the revised permanent staff line (green line) shows how we will achieve this, based on current plans.



P&C and LA & CL Teams	Actual	Planned		
	Jun-14	Mar-15	Mar-16	Mar-17
Budgeted FTE	54	54	54	54
Perm staffing Plan	24	33	41	50
Revised Perm Staff	22	26	37	45
Variation	-2	-7	-4	-5
Ratio (Perm/Agency)	0%	48%	69%	83%

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

Key Actions Completed June 2014:

1. Workforce:

- Implemented new recruitment & retention incentive packages, approved by CMT.
- Interviews held for the recruitment of newly qualified social workers.
- The third additional social work team became operational.
- Commenced tender of recruitment companies for headhunting for particular posts.
- Job packs and website redesigned to capture the positives/ benefits of working in slough and national

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

- recruitment campaign launched.
  - Workforce strategy objectives and outcomes agreed.
  - Local measures ( ie in addition to contract) agreed with Avarto in order to measure the effectiveness of new arrangements to improve the recruitment and selection process.
  - Experienced interim commenced in the statutory Education Manager post.
  - Discussions with DfE regarding the recruitment to the Chair of the LSCB following the existing chairs successful appointment to a new position. Awaiting DfE response.
2. Performance:
- No performance data available for this period (see risk 4 below). A full report of the first quarter's performance data will be available for presentation in the July report.
  - A progress report on the engagement of children presented to May Partnership Board.
  - Second Effectiveness in Practice audit implemented.
- 3 Children Looked After and Care Leavers.
- Programme manager for new transformation board (Looked After children and care leavers) and board commenced.
  - TOR, programme approach and programme priorities drafted for consideration at the July Board.
  - Slough MASH – implementation of arrangements continued.
  - Review of Special Guardianship completed.
  - Improved adoption order position.
4. Early Help
- Multiagency training.

**Key Activities/milestones scheduled for next period**

- Key Actions for July 2014:
- 1 Workforce Strategy:
- Complete selection of recruitment companies (competitive process).
  - Shortlist and interview candidates from national drive.
  - Draft written strategy for end August completion.
2. Performance Children's Social Care
- Quarter one performance and quality of practice reporting to include detailed report on progress to improve safeguarding and child protection arrangements.
  - Finalise the actions to deliver the Corporate Parenting Strategy with particular reference to.
  - Continue to monitor recruitment outcomes.
3. Improvement Plan and Partnership Arrangements:
- CX to continue discussions with the Dfe concerning outcomes of the review- Council to respond.
  - Secure capacity (jointly funded by TVP) to support partnership improvement programme – outstanding from previous month.
  - Completion of CAMHs review jointly with health.

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

(the main headings from the more detailed Risk Register for this project)	Red	Amber	Green
1. The risks presented to improvement progress, stability within the workforce by the "offer" from Dfe for "out of LA control" governance, support and accelerated improvement. <ul style="list-style-type: none"> <li>• Council's clarity about the offer that would be most supportive to the next stage of improvement.</li> <li>• CX regular dialogue with Dfe lead, and clarification with the Dfe.</li> <li>• Integrate and coordinate the timing of governance and reporting arrangements to reduce time impact.</li> <li>• Transition planning were this required.</li> </ul>	Red		
2. Inability to recruit and retain a high quality competent & stable workforce with children's services – impact on quality of child's experience, outcomes achieved and financial burdens for the council.	Red		

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<ul style="list-style-type: none"> <li>• Workforce Strategy.</li> <li>• Recruitment and retention incentives.</li> <li>• Remarketing Slough as a place to work.</li> <li>• New strategy of recruitment.</li> <li>• Investment in increase number of SW teams: acceptable case loads.</li> <li>• Learning &amp; Development strategy (implement).</li> </ul>			
<p>3. Failure to develop new ways of working to include higher early permanency and reduced use of residential and or IFA outside 20 miles of slough, resulting in a continued increase on LAC and corresponding budget pressures.</p> <ul style="list-style-type: none"> <li>• Sufficiency strategy.</li> <li>• Clear Targets and milestones.</li> <li>• Programme approach- reporting to board – PM leads for each stream.</li> <li>• Additional appropriately skilled capacity at AD level.</li> <li>• Amber after mitigations due to continued growth in under 18 population.</li> </ul>	Red		
<p>4. Failure to monitor month on month performance outturn, trends and profiles and respond accordingly, and or meet the statutory monitoring responsibilities of the LSCB, due to vacant posts in the Council's Performance Team and absence of sufficient performance analyst capacity of the required calibre:</p> <ul style="list-style-type: none"> <li>• Review specific job specifications and requirements.</li> <li>• Review Council performance team structure to deliver requirements.</li> <li>• Accelerate interim capacity remedial measures.</li> <li>• Advertise vacant posts.</li> <li>• Prioritise workflows with oversight at AD level.</li> <li>• Develop SLA's between performance support services and operational team.</li> </ul>		Amber	
Recommendations for CMT:			
<ol style="list-style-type: none"> <li>1. CMT to discuss, challenge and support progress and proposed actions as appropriate.</li> <li>2. CMT to discuss the more detailed data on agency /perm ratios , challenge actions to achieve good outcomes through the staff recruitment programme, and assist in problem solving as required.</li> <li>3. CMT to ensure their respective areas of responsibility actively champion and support the delivery of cross council contribution to improvement, particularly though not exclusively in relation to corporate parenting responsibilities, LAC redesign, new workforce strategy and housing options and service experience for care leavers &amp; corporate parenting duties, and the availability of management information to support continuous improvement across the service and LSCB partnership.</li> <li>4. CMT endorse the improved risk status position of risk (4).</li> <li>5. CMT to note and stay appraised about the impact of uncertainty arising from the Dfe review on the retention of staff at all levels.</li> </ol>			

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<b>School Places Programme</b>			Project <b>SPONSOR</b>	Ruth Bagley	
<b>Wards affected: All</b>			Project <b>MANAGER</b>	Tony Madden	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of update report
<b>Current period</b>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/07/2014
<i>Previous month</i>	<b>AMBER</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	05/06/2014
Project start date:	01/09/2013		Anticipated project end date:	31/08/2021	



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

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

Slough is taking a long term strategic approach to school places to ensure all Slough children and young people secure a school place to 2021. This report is split into strategic and delivery activities.

**Strategic Plan**

**Risk rating**



- Discussions ongoing with DfE around sites and funding of individual elements of the new Free Schools. Cabinet approval given on 14<sup>th</sup> April 2014 to fund certain facilities and to delegate authority for finalising arrangements for new schools sites with the DfE.
- Approved new Free Schools are:
  - Ditton Park Academy (SASH) – opening September 2014 temporarily on town centre site
  - Lynch Hill Enterprise Academy – opening September 2014 on current primary site
  - Langley Hall Primary Academy – to open September 2015 on Langley Academy site
  - Slough Girls' Leadership Academy – to open September 2015 – site still to be identified.
- Discussions held with a number of Heads' groups to promote local Free School proposals, resulting in submission by SASH group for new all-through school to open 2015. We believe a submission has been made for a special school and one is being prepared for a secondary school to be located in areas close to Slough.

**Operational Delivery**

**Primary:**

**Risk rating**



More new Reception applications than expected have been received over the last month for places in September 2014. This will be closely monitored over the coming months and an assessment made of the impact on Reception places. Current indications are that an additional Reception class will be required from September 2014 and a further class mid-year to ensure a small surplus of places remains available for the full academic year.

There are currently places available in all other year groups.

- a) Work has completed at Castlevew Primary to provide new classrooms and SEN unit.
- b) Contractors have been appointed to provide new classrooms at Cippenham Primary.
- c) The tender process is being reviewed for Godolphin Junior.
- d) Phase 2 expansion projects now on-site at Penn Wood Primary and Ryvers.
- e) Framework tender notice posted for professional practices to start planning the expansion of the Town Hall Campus, St Mary's CE Primary, James Elliman Primary, St Anthony's RC Primary (phase 2) and special school places.



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

**Secondary: Risk rating**

There are sufficient Year 7 places for September 2014 as 2 new Free Schools, provided through SASH and Lynch Hill, are opening. It is likely that fewer pupils than usual will require places outside the borough.

For in-year arrivals, there are places available in all year groups, either in Slough or in schools just outside the borough.

**SEN** – Haybrook College re-provision and expansion is now complete and the school has relocated into the new accommodation.

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

**Strategic Planning**

1. Hold further discussions with SASH and proposers of a new Free School in Iver to establish the admission details of their new schools proposals.
2. Further develop Strategic School Places Programme and Additional Needs Review.
3. Advance negotiations with DfE about delivery of two secondary schools on SBC land and explore a third privately owned site.

**Operational Delivery**

4. Reissue tender documents for Godolphin Junior.
5. Receive and assess tenders for the architect's framework.
6. Explore procurement options for renting modular classroom from September 2015 and hold discussions with candidate schools for opening a bulge class.

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

**More detailed Risk Register prepared – below are the main headings**

Red /Amber/ Green

1. **Control of Free Schools** –Mismatch between the provision of new schools and need as Slough can't control the approval and opening dates of new Free Schools.  
Mitigation: The new strategy is designed to be flexible with a pipeline of projects that can be accelerated or slowed as required (see risk 6).
2. **Site Availability** – Lack of sites may mean that schools are not ready when required.  
Mitigation: Some expansions on existing school sites are provisionally agreed. The limited availability of sites means that Slough will need to prioritise proposals for schools which are most likely to maximise places for Slough children.
3. **Land ownership** – A number of sites in private ownership may be required and this introduces cost uncertainty with timing and achievement of purchases out of the control of the Council.  
Mitigation: Ensure a clear picture is held of what sites in SBC control to manage negotiation effectively.
4. **SEN places** – Rise in demand for SEN provision exceeds the availability of places leading to possible challenge and costly placements out of borough.

Red /Amber/ Green		
	Amber	
	Amber	
Red		
	Amber	



**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<p><u>Mitigation:</u> Combination of expansion and new SEN specialist units required, opportunity to include within new Free Schools. Expansion of special school provision also required.</p>			Green
<p>5. <b>Programme funding</b> – Over £150m will be required to fund the school expansion programme to 2022; this will be unaffordable without new government funding. The statutory duty to ensure sufficient school places rests with the LA.</p>		Amber	
<p><u>Mitigation:</u> Funding for new places has been confirmed to 2016-17. Free Schools are currently externally funded, a number are already agreed with further applications in the pipeline. Annual bids submitted to the DfE.</p>			
<p>6. <b>Delivery timeline</b> – Projects delivered later than required for pupils. <u>Mitigation:</u> From approval, large projects are likely to take at least 24 months to complete and open places to pupils. Projects need to start in good time with the possible risk that this provides some overprovision.</p>		Amber	
<p>7. <b>Changing demographics</b> – Demand may rise faster or slower than predicted. <u>Mitigation:</u> Latest information is constantly monitored and any significant changes incorporated within the delivery programme, new projects may need to start or others delayed.</p>		Amber	
<p>8. <b>Capacity</b> - Insufficient capacity to deliver such a large expansion programme. <u>Mitigation:</u> Will need consideration, some increase in capacity planned.</p>		Amber	
<p>9. <b>Delivery risk</b> - Projects do not proceed as planned, for instance schools choose not to cooperate or do not have the capacity to expand. <u>Mitigation:</u> Work closely with individual schools and heads' groups to ensure buy-in. Allocate adequate funding for projects to mitigate concerns.</p>			Green
<p>10. <b>Legal challenge</b> – Legal challenge impacting delivery and adding to costs. <u>Mitigation:</u> New places will adhere to the School Admissions Code.</p>		Amber	
<p>11. <b>School performance</b> – Expansion of existing schools or work on Free School proposals affects performance and pupil outcomes. <u>Mitigation:</u> Expansion projects to be adequately funded. LA to support Slough schools as they expand or prepare to apply for Free Schools.</p>		Amber	
<b>Recommendations for CMT:</b>			
<ol style="list-style-type: none"> <li>1. There may be an urgent need to rent modular classrooms from September 2015 (subject to school approval) – this requires the support of resources to assist the delivery of these and CMT are asked to support this if required.</li> <li>2. There is a capacity and delivery issue - the present team will not be able to deliver the strategy without some additional staff. PMO being promoted and Asset Management currently developing permanent staffing structure. Continued support requested for putting in place an additional project manager for delivery of school projects for the short to medium-term.</li> <li>3. There are competing priorities for all non-school sites - there is a need to incorporate the allocation of sites into the overall Asset Management Strategy for the Council.</li> </ol>			

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<b>The Curve</b>			<b>Project SPONSOR</b>	Roger Parkin	
<b>Wards affected: All</b>			<b>Project MANAGER</b>	Executive Andrew Stevens Manager Fin Garvey	
	<b>Timeline</b>	<b>Budget</b>	<b>Issues &amp; Risks</b>	<b>OVERALL STATUS</b>	<b>Date of update report</b>
<b>June 2014</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/06/2014
<i>Previous month</i>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	06/06/2014
<b>Project start date:</b>	01/10/2013		<b>Anticipated Project end date:</b>	22/09/2015	
<p>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</p>					
Has this highlight report been agreed and authorised by the Project Sponsor? Yes <input checked="" type="checkbox"/> No (draft) <input type="checkbox"/>					
<b>Key activities completed / milestones achieved in <b>this</b> period:</b>					
<ol style="list-style-type: none"> <li>On track in agreement with Criterion, but agreement still not formally concluded. Draft deed of variation sent to Criterion for consideration.</li> <li>No further developments with the Catholic Church (St Ethelbert's). Indications are that liability can be limited to limiting/removing the requirement for use of the Church Hall by SBC. Draft agreement on no-build zone sent to Diocese.</li> <li>Six live compensation events, and costs are now confirmed after QS (Artelia) assessment on CE0001 and CE0002:             <ol style="list-style-type: none"> <li>CE0001 Asbestos pipework lagging found in the location of the Day Care Centre. £352,200.95</li> <li>CE0002 SSE Substation - change from GRP to brick enclosure as required by SSE - £59,564.29</li> <li>CE0003 BT Chamber in highways crossover-NW area – Completed with Nil impact</li> <li>CE0004 Enabling Works FMH03 - FMH 02 Installation (Subway to former roundabout requires filling) – Awaiting Quotation</li> <li>CE0005 Additional works in Queensmere toilets for Criterion £6,923.28</li> <li>CE0006 Connection of Fire Alarm system in Queensmere toilets estimated at £1,800</li> </ol> </li> <li>Meetings with Arvato on IT requirements.</li> <li>FFE tenders evaluated. Portsdown selected. Some potential for possible cost savings.</li> <li>Monthly contractor/client meeting held.</li> <li>Design team meeting held – schedule of workshops on detail of M&amp;E and other design issues agreed.</li> <li>3 additional CGI images received – to be used for hoardings and other publicity materials.</li> <li>Neighbourhood meetings ongoing. Temporary arrangements with shops in place.</li> </ol>					
<b>Key activities / milestones scheduled for <b>next</b> period:</b>					
<ol style="list-style-type: none"> <li>Formalise new completion schedule following settlement of the asbestos compensation event. Expect September completion by Morgan Sindall, meaning December opening (previously July and September).</li> <li>Completion of formal agreement with the church.</li> <li>Completion of agreement with Criterion.</li> <li>Hoardings construction completion.</li> <li>Continue projects to define and minimise revenue cost running the Curve. Lifecycle cost model being completed by Property Services and Facilities. Review meeting on operating model lifecycle costs on 15 July.</li> <li>Procurement of sub-contracted works.</li> <li>Completion of New Substation 22<sup>nd</sup> July.</li> <li>Criterion toilets to be completed and handed over 25<sup>th</sup> July.</li> <li>Still awaiting contact from Thames Water legal team regarding legal agreement. This is being chased by Morgan Sindall.</li> </ol>					

**Appendix E: Council's Gold Project Updates as at 30<sup>th</sup> June 2014**

<p>10. In the next 2 months start work to develop plan for how the service yard will operate including how neighbour access will be managed</p> <p>11. Detailed design workshops.</p> <p>12. Establish rapid progress in specifying, planning and implementing IT requirements. Meetings dealing direct with Arvato team now established. Risk of cost escalation (previous estimates from IT client not tested previously).</p> <p>13. Discussion with providers expressing interest in the café to help in developing Council plans.</p>	
<b>Key issues of risk / obstacles to progress:</b>	
<b>More detailed Risk Register prepared – below are the main headings</b>	<b>Red / Amber/ Green</b>
1. Asbestos delay impact on programme now expected to be 10 weeks. Substantial potential cost implications of programme delay. Potential claim on previous contractor in 2009/10 assessed but determined to be not practical to pursue.	Red
2. Potential slippage. 3 months allowed in programme for completion 14 July 2015. Final opening date likely to be December (previously September) 2015 due to asbestos delay. Opening date allows for SBC work before service opens, including IT. Potential knock on consequences for existing sites if opening delayed further.	Red
3. Capacity of SBC's ICT support to meet deadlines and complete work on schedule.	Red
4. Church – must resolve occupation of small area of land without agreement and finalise solution for the church hall. Savills supporting negotiations. Potential impact on cost.	Amber
5. Risk that costs could be over budget (good degree of certainty with main costs agreed at financial close; contingency budget of £700K. Implemented Compensation events now total £418,689.	Amber
6. Risk of running costs exceeding planned revenue budget. Rates estimate now received (£100K above figure previously advised). M&E and FM arrangements and costs not yet finalised. Gap c£275K pa (May 2014)	Amber
7. Increasing risk of delay in neighbour agreements. Risk of further compensation claims arising from inability to provide 'access to service' as promised in negotiations on CPO.	Amber
8. Sub-station works delayed because of change in SSE requirements. No impact on overall project timetable. SSE issue with jointing now resolved.	Green
9. Continuing delay in developing project documentation. A full set of draft documents is now in the X: drive.	Green
<b>Recommendations for CMT:</b>	
<p>1. Note progress and activity on site.</p> <p>2. Note management of risks to project timeline and budget.</p>	

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee **DATE:** 11<sup>th</sup> September 2014

**CONTACT OFFICER:** Paul Stimpson  
 Planning Policy Lead Officer  
 01753 87 5820

**WARD(S):** All

**PART I**  
**FOR CONSIDERATION**

**CAR PARKING POLICY IN SLOUGH TOWN CENTRE**

**1 Purpose of Report**

1.1 The purpose of the report is to explain how the Council's current policy for car parking in Slough town centre operates and highlight a number of related issues that have arisen from this which may need to be reviewed.

**Recommendation(s)/Proposed Action**

1.1 The Committee is requested to resolve to either:

- a) Refer the issue to the Neighbourhood and Community Services Scrutiny Panel for consideration
- b) Establish a Task and Finish Group to review the issue
- c) Add as an agenda item for a future meeting of the Overview and Scrutiny Committee for further appraisal
- d) Note the matter and take no further action

**2 Community Strategy Priorities**

2.1 The Council's parking policies as set out in the Core Strategy and Local Transport Plan help to implement the spatial element of the Community Strategy and the delivery of the following priorities:

- **A Cleaner, Greener place to Live, Work and Play**
- **Prosperity for All**

**3 Other Implications**

(a) Risk Management

The failure to ensure that the Councils applies the most appropriate parking policies could affect the vitality and viability of the town centre.

(b) Human Rights Act and Other Legal Implications

It is considered that there are unlikely to be any significant implications in relation to the Human Rights Act.

(c) Equalities Impact Assessment

It is considered there will be no equality impacts.

(d) Workforce

There are no workforce implications.

#### **4 Supporting Information**

4.1 At the Planning Committee meeting on 24<sup>th</sup> July 2014, Members requested that the Overview and Scrutiny Committee consider a report on the Council's current parking policy for residential development in the town centre.

4.2 This was prompted by concerns about the number of proposals that are coming forward for the development of flats or change of use of offices to flats in the town centre and the fact that currently there is no minimum requirement for car parking in residential schemes in the centre.

#### Background

4.3 The Council's strategy for the Borough, as set out in the Core Strategy, identifies the Town Centre as the major growth point for high density housing and all intensive trip generating development such as major retail, leisure and office development.

4.4 Core Policy 3 (Housing Distribution) states that a minimum of 3,000 houses out of a total allocation of 6,300 will be built in the plan period up to 2026. It also makes it clear that any additional growth will also predominantly take place in the Town Centre. Current monitoring shows that around 4,000 dwellings could be built in the Town Centre over the plan period if all of the existing commitments and proposed conversion of offices to residential were to take place.

#### Parking Policy

4.5 In order to increase pedestrian, cycling and bus access to the town centre and accommodate the proposed growth in all forms of development in the centre without causing additional congestion, it is necessary to control the number of car parking spaces. Core Policy 7 (Transport) states that: "Maximum restraint will be applied to parking for residential schemes in the town centre".

4.6 The parking standards in Appendix 2 of the Local Plan have a "nil" requirement for 1, 2 or 3 bed flats or houses in the town centre. This does not prevent new residential developments from having parking spaces but means that they do not have to provide them if they do not want to. It is very expensive to provide things like basement car parks and so it is usually a commercial decision as to how much parking is provided in a development which reflects how much occupiers are prepared to pay to have a space.

4.7 People moving into a town centre flat do so knowing whether or not they have access to an allocated parking space. It is recognised that the lack of parking does not necessarily deter them from having a car but it will be difficult for them to find a space unless they pay to use one of the public car parks.

- 4.8 The whole of the Town Centre is covered by Controlled Parking Zones or Resident Parking Schemes which means that non residents cannot park on the streets. In order to prevent new residential developments adding to the pressure on these streets we always have a Section 106 agreement which makes it clear that new occupants will be ineligible to receive a parking permit in existing or future residents parking zones.
- 4.9 As a result, in theory at least, providing flats with limited amounts of parking in the town centre should not have a detrimental impact upon existing residents. Nevertheless there are concerns that there will be some parking overspill into surrounding areas.

#### Affect of the Parking Policy on the quality and type of flats being built in the Town Centre

- 4.10 One issue that needs to be considered is whether the parking policy affects the quality, type and size of flats that are being provided in the town centre? It is not clear whether the lack of parking limits the range of people who would want to live in the town centre and result in a high concentration of single young people living there. Many of the offices that have been converted to flats have a significant number of existing parking spaces. This does not mean that the newly created flats are necessarily of a high standard or quality.
- 4.11 There have not been very many schemes for new build flats come forward but those that have generally provide less than a space per flat. A lot of schemes have involved the change of use of space over shops to flats where you would not expect new parking to be provided. There are, however, examples of developments, such as Kittiwake House on the High Street, which have not provided any parking.
- 4.12 There may be occasions where a requirement to provide some more parking within residential schemes could help to ensure that we get a better mix of flats in terms of their size, tenure and quality. Any change in policy could not, however, be applied retrospectively or to the changes of use from offices to flats that are taking place under the prior approval process without the need for planning permission.

#### Parking Strategy

- 4.13 The Council is currently revising its Parking Strategy which is a supplementary document to the Local Transport Plan. The overall aim of the Parking Strategy is to balance the desire to maintain the economic competitiveness of the town centre, whilst using parking controls to moderate traffic to improve environmental quality and reduce the economic disbenefits of local traffic congestion.
- 4.14 The Strategy is generally about how on-street and public car parking will be managed but also covers other areas as well. Its vision is to "Support economic development in the Borough, whilst reducing the impact of the private vehicle on the environment and contributing towards increased usage of sustainable modes of transport by those who have an alternative to the private car".
- 4.15 The Strategy still proposes to continue to cap the total amount of public car parking in the town centre at 5,000 spaces. One of the purposes of this is to try to control the number of temporary car parks in the centre which tend to be poorer quality. Any new

car parks that do come forward will be required to meet the Park Mark status within 6 months of opening.

- 4.16 The Draft Parking Strategy also assumes that the existing parking standards will continue to apply in the town centre on the basis that the demand for visitor and employee parking can be catered for within existing car parks. In order to help occupiers of new flats it is proposed that all town centre multi-storey car parks should be encouraged to allow a greater mix of parking including overnight use by residents. The new Parking Strategy is due to go out to public consultation.

## **5 Conclusion**

- 5.1 The level of car parking provided within town centre residential schemes can have a big influence upon how the town centre is developed in the future. The amount of parking that is to be allowed has to take account of the need to prevent congestion and protect the environment; the need to promote the viability and vitality of the centre as well as the need to encourage town centre living. As a result Member's views are sought as to how this should be reviewed.

## **6 Background Papers**

1. Slough Core Strategy 2006-2026
2. Slough Parking Strategy 2004



**SLOUGH BOROUGH COUNCIL****REPORT TO:** Overview and Scrutiny Committee **DATE:** 11 September 2014**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer  
**(For all Enquiries)** (01753) 875411**WARDS:** All**PART I**  
**FOR COMMENT & DECISION****OVERVIEW AND SCRUTINY COMMITTEE – 2014/15 WORK PROGRAMME**1. **Purpose of Report**

For the Overview and Scrutiny Committee to identify priorities and topics for its Work Programme for the 2014/15 municipal year.

2. **Recommendations/Proposed Action**

## 2.1 That the Committee:

- a) identify the major issues it would like to cover in the 2014/15 municipal year;
- b) agree, where possible, timing for specific agenda items during the 2014/15 municipal year; and
- c) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

3. **Joint Slough Wellbeing Strategy Priorities**

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Sustainable Community Strategy priorities. The Overview and Scrutiny Committee leads the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

#### 4. **Supporting Information**

- 4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.
- 4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.
- 4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:
- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
  - scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
  - strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability
- 4.4 In considering what the O&S Committee should look at under points two and three above, members are invited to consider the following questions:
- *To what extent does this issue impact on the lives of Slough's residents?*
  - *Is this issue strategic and pertinent across the Borough?*
  - *What difference will it make if O&S looks at this issue?*
- 4.5 The topics included in the listed include those suggested by Committee members during the 2013/14 municipal year.

#### 5. **Suggested Topics**

- 5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than two or three items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.
- 5.2 This list is summarised in Appendix A, including a list of, as yet, unprogrammed items
- 5.4 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

#### 6. **Resource Implications**

- 6.1 Overview and Scrutiny is supported by 1 FTE member of staff. This officer is responsible for support the O&S Committee and three Scrutiny Panels. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.

7.2 This report is intended to provide the Panel with information and guidance on how best to organise its work programme for the 2014/15 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Panel organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2014/15 Municipal Year

9. **Background Papers**

None.

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**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2014/2015**

Meeting Date
<b>Thursday 11 September</b>
<ul style="list-style-type: none"> <li>• Q1 Performance and Finance Report</li> <li>• Transactional Services – Performance Report</li> <li>• Town centre parking, planning and development</li> </ul>
<b>Tuesday 11 November</b>
<ul style="list-style-type: none"> <li>• Q2 Performance and Finance Report</li> <li>• Treasury Management Strategy</li> <li>• Procurement</li> </ul>
<b>Tuesday 13 January</b>
<ul style="list-style-type: none"> <li>• Childhood Obesity (follow up)</li> <li>• Slough Regeneration Partnership – Review of Partnership Business Plan (Sarah Richards)</li> </ul>
<b>Thursday 5 February</b>
<ul style="list-style-type: none"> <li>• Q3 Performance and Finance Report (Joseph Holmes)</li> <li>• Budget Papers (Joseph Holmes) <ul style="list-style-type: none"> <li>○ Revenue Budget 2015/16</li> <li>○ Medium Term Financial Strategy</li> <li>○ Treasury Management Strategy</li> <li>○ Capital Strategy</li> </ul> </li> </ul>

Meeting Date
<b>Tuesday 3 March</b>
<ul style="list-style-type: none"> <li>• Transactional Services – Performance Report</li> </ul>
<b>Thursday 9 April</b>
<ul style="list-style-type: none"> <li>• Chief Constable – annual meeting looking at crime and disorder issues</li> <li>• Corporate Plan</li> </ul> <p><b>For Endorsement</b></p> <ul style="list-style-type: none"> <li>• Scrutiny Annual Report (Scrutiny Officer)</li> </ul>

**Currently Un-programmed:**

Issue	Directorate	Date
<u>Police and Crime Commissioner</u> – PCC offered to attend last Chief Constable meeting, but decided needed to be separated to allow for operational discussion away from political discussion	CE	Autumn

**MEMBERS' ATTENDANCE RECORD 2014/15**

**OVERVIEW AND SCRUTINY COMMITTEE**

<b>COUNCILLOR</b>	<b>17/6</b>	<b>9/7</b>	<b>11/9</b>	<b>11/11</b>	<b>13/1/15</b>	<b>5/2/15</b>	<b>3/3/15</b>	<b>9/4/15</b>
Bal	Ap	P						
Chahal	P	P						
N Holledge	P	P						
Malik	P	P						
Nazir	P	P						
Pantelic	P	P						
Rana	P	P						
Smith	P	P						
Usmani	P	P						

P = Present for whole meeting  
Ap = Apologies given

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

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