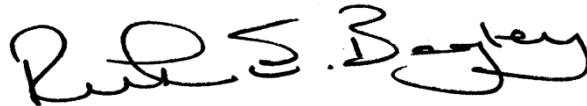


Date of issue: Wednesday, 27 January 2016

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Bal, N Holledge, Malik, Rana and Usmani)
<b>DATE AND TIME:</b>	THURSDAY, 4TH FEBRUARY, 2016 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

AGENDA  
ITEM

REPORT TITLE

PAGE

WARD

Apologies for absence.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
<b>CONSTITUTIONAL MATTERS</b>			
1.	Declaration of Interest  <i>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 – 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.</i>  <i>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.</i>		
2.	Minutes of the Meetings held on 12th January and 20th January 2016	1 - 14	
3.	Panel Membership	15 - 16	
<b>SCRUTINY ISSUES</b>			
4.	Member Questions  <i>(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).</i>		
5.	Procurement of Environmental Services Contract	17 - 26	All
6.	Financial and Performance Report - Quarter 3 2015/16	27 - 96	All
7.	Medium Term Financial Strategy 2016/20 <i>(REPORT TO FOLLOW)</i>	-	All
8.	Treasury Management Strategy 2016/17 <i>(REPORT TO FOLLOW)</i>	-	All
9.	Capital Strategy 2016/2021 <i>(REPORT TO FOLLOW)</i>	-	All
10.	Revenue Budget 2016/17 <i>(REPORT TO FOLLOW)</i>		All
11.	Five Year Plan - Using Resources Wisely	97 - 108	All
12.	Forward Work Programme	109 - 112	All

**MATTERS FOR INFORMATION**

- |     |                                     |           |  |
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| 13. | Attendance Record 2015/16           | 113 - 114 |  |
| 14. | Date of Next Meeting - 3 March 2016 | -         |  |

**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.

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**Joint meeting of the Overview & Scrutiny Committee and Education and children's Services Scrutiny Panel – Meeting held on Tuesday, 12th January, 2016.**

**Present:-** Councillors Nazir (Chair), Strutton (Vice-Chair), Ajaib, Bains, Brooker, Cheema (from 6.35pm), Dhillon, N Holledge, Malik, Matloob, Pantelic, Rana and Usmani

**Also present under Rule 30:-** Councillors Mann and Plenty.

**Apologies for Absence:-** Councillor Bal, Abe and Morris.

**PART I**

**37. Election of Chair for the Joint Meeting**

It was proposed by Councillor Matloob,  
Seconded by Councillor Brooker,

**Resolved** – That Councillor Nazir be appointed as Chair for the Joint meeting.

**38. Declaration of Interest**

(Councillor Nazir in the Chair)

Councillor Brooker declared that he was a Governor at Churchmead School and that his daughter attended Langley College.

**39. Update from Slough Children's Services Trust**

The Interim Director of Children's Services introduced the report, reminding the Committee that Slough Children's Services Trust (SCST) had assumed responsibility for children's services from 1 October 2015. The purpose of the report was to update Members on the findings of the benchmark audit and progress on implementation of the recommendations. Members were reminded that although the SCST provided services on behalf of the Council, the Council retained legal obligations for the statutory duties.

Nicola Clemo, Chief Executive of SCST and Elaine Simpson, Chair of the Trust Board were welcomed to the meeting. Ms Clemo provided an update with regard to the transition of services and the findings of the benchmarking audit. Within a week of assuming responsibility for children's services, SCST launched the vision for the future of the service. The vision set out the areas of improvement under four key themes – improving quality, improving information, improving workforce and improving learning.

The Committee were informed that the primary focus within the first week was to ensure the safe transition of 1500 open cases and to ensure colleagues

## Overview & Scrutiny Committee - 12.01.16

were fully supported in managing the transition. Targets set within the first few weeks included:

- Establishment of new management and governance arrangements.
- Review of quality assurance framework and introduction of new framework.
- Meeting stakeholders and key partners to assess level of confidence in the service.
- Development of placement and sufficiency strategy.
- Delegated responsibilities document reviewed and re-launched.
- Review of complaints service undertaken.
- Chief Executive of the Trust meeting with Children in Care Council.
- Appointed Head of Quality and Performance and Data Analyst
- Removal of Assistant Director post from management structure.
- Launched informal consultation on developing Slough's social work model and engagement of over 200 staff.
- Conducted staff survey in week one.
- New person specifications developed for Social Worker, Senior Social Worker, Consultant Practitioners and Practice Managers.
- Commissioned benchmarking audit conducted by five independent children's social care specialists.

This work was carried out in conjunction with gathering of intelligence on the state of service. Gaps in provision were identified, including the absence of a Child Sexual Exploitation (CSE) Strategy and a failure to meet statutory guidance around return interviews for children who were missing from care. It was also highlighted that there was a degree of complacency relating to basic practice standards, eg recording of information.

Over a two week period a total of 30 case reviews were undertaken. Two cases were escalated as they met the threshold criteria that the child was at risk of harm or not having their needs met. In total 50 percent of cases were judged inadequate, 25 percent required improvement and 25 percent were good.

Members were informed that within the second week of the transfer of services, five independent social care specialists were commissioned to undertake a benchmarking audit. The audit confirmed that the 'front door' was unsafe and the Trust had to take immediate remedial action to secure a safe service. This included the removal of a number of interim managers who were unaware of the level of risk and who had failed to take swift action to address the shortfalls in service. The initial findings of the audit included:

- No Multi Agency Safeguarding Hub established.
- Lack of clarity on Early Help Pathways.
- Lack of rigour within performance data for service.
- Absence of strategic document on CSE and missing children which compounds on the operational service.
- No Quality Assurance Framework.

## Overview & Scrutiny Committee - 12.01.16

The audit also identified a number of strengths including an open and engaging approach to the audit process by staff and a commitment to learn and do the 'right thing'.

The Committee were informed that the audit had made 17 recommendations, all of which had been taken forward. Implementation of and progress on the recommendations were outlined.

A number of issues were raised in the ensuing discussion including:

- *Query regarding the establishment of a Multi-Agency Safeguarding Hub (MASH).* It was noted that the MASH included representatives from a number of partner agencies, including the police and health and it was anticipated that it would be established in the near future.
- *Recruitment and Retention of Social Workers / Staff Morale.* The Committee were informed that investment in staff was identified as a key element in addressing the issue of retention. A career pathway plan would be implemented for social workers, offering specialist training, management training and secondment opportunities. Funds had been secured from the Department for Education to employ clinicians to assist social workers to examine issues from a different perspective. Continuous professional development would contribute to building expertise and embedding good practice within the service. It was envisaged that the impact of these measures would contribute to a reduction in the number of agency staff required. Although a 'no blame' culture had been adopted following the transition of services, it was highlighted that there would be a nil tolerance approach for reckless practice.
- *Details regarding the implementation of a system for tracking and responding to missing children.* It was brought to Members attention that a partnership approach with colleagues in Thames Valley Police identified those children at risk of CSE and timely and appropriate action was taken when necessary. Furthermore, a CSE Co-Ordinator had recently been appointed.
- *Measures taken to improve school attendance and achievement of Looked After Children.* The Committee were informed that the Schools Forum had agreed to fund the role of a Virtual Head Teacher. A review of the issue of Pupils Premium fund for Looked After Children would also be reviewed by the Schools Forum.
- *Timetable to achieve a Good OFSTED rating for the service.* Ms Clemo stated that the target was to achieve a good rating within three years and outstanding in five years. The recent OFSTED inspection would help determine the priorities for the Trust. Responding to whether the Trust had an Improvement Plan, it was explained that a Vision Strategy had been produced, although an Improvement Plan was likely to be formulated to respond to the findings of the Ofsted inspection.
- *Factors that had led to services being taken over by the Trust – poor leadership, lack of scrutiny etc.* It was stated that strong leadership and clear outcomes were essential in improving and moving the service forward. Communication with partner agencies and engagement with

## Overview & Scrutiny Committee - 12.01.16

the service users were vital. It was important that aspirations for Looked After Children were raised and Members were key in contributing towards this in their role as Corporate Parents.

- *Clarity regarding accountability of the Chair of the Local Safeguarding Children's Board (LSCB).* It was explained that whilst the LSCB Chair was responsible for holding the various agencies involved to account, Slough Borough Council was responsible for holding the LSCB Chair to account. Following meetings with partner agencies, a number of changes had been implemented, to highlight that their concerns had been taken seriously and to improve the reputation of the service as a credible partner. It was highlighted that there was also a willingness from partners to improve the service.
- *Whistleblowing Policy / Staff Survey.* It was confirmed that whilst the Trust had a Whistleblowing Policy in place, it was envisaged that following a culture change within the service, staff would be more confident in raising issues with management. A staff survey had been conducted within the first week of transfer of services, which would be used as a baseline comparator following the second survey which would be carried out in March 2016. It was agreed that details of the survey that had been completed would be circulated to Members of the Joint Committee. Responding to what, if any, concerns the Trust may have with regard to potential changes in leadership at the Council, it was stated that procedures would need to be adopted that ensured that changes in leadership did not have an impact on services. It was stated that a good working relationship was required between the Council and the Trust with a shared vision in improving services for Looked After Children.
- *Anticipated pressures on service.* Ms Clemo explained that a Sufficiency Strategy had been developed to address any anticipated increase in the number of children entering the care system. Early Help to families was critical and a number of outreach help/programmes were in the process of being developed. It was agreed that the Sufficiency Strategy would be circulated to the Committee.

The Chair stated that communication between the Council and the Trust was vital to developing an effective working relationship in securing the delivery of the best possible services for children.

### Resolved –

- a) The Committee noted that the service previously provided had not been good enough.
- b) That Slough Children's Services Trust's plans for improvements to the Service be noted.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.40 pm)



## **Overview & Scrutiny Committee – Meeting held on Wednesday, 20th January, 2016.**

**Present:-** Councillors Nazir (Chair), Strutton (Vice-Chair), Bains (from 6.56pm), N Holledge, Malik, Rana and Usmani

**Apologies for Absence:-** Councillor Ajaib and Bal

### **PART I**

#### **40. Declaration of Interest**

None were received.

#### **41. Minutes of the Last Meeting held on 12 November 2015**

**Resolved** – That the minutes of the last meeting held on 12<sup>th</sup> November 2015 be approved as a correct record.

#### **42. Member Questions**

None were received.

#### **43. Burnham Station Traffic Scheme - 3 Month Analysis**

Savio DeCruz, Acting Head of Transport, introduced a report summarising the Burnham Station Traffic Scheme experimental order, setting out the scheme's progress and reception after 3 months.

It was confirmed that Burnham Station was located in an area that experienced high congestion at peak times of the morning and afternoon. Following requests from residents and local community groups to improve traffic flow and commuter parking in the area, the Council had implemented a strategic re-routing of traffic to relieve certain road corridors of high congestion.

In November 2014, the Council submitted two bids as part of the Local Growth Fund 2 (LGF2) to the LEP for improvements to Burnham Station and Langley Station. The bids focussed on improving accessibility to the stations (including the road layout) and constructing new buildings on the station forecourt. The bids were given programme entry subject to the Local Transport Body (LTB) financial approval process, however in order to receive full approval, a business case compliant with the Department for Transport (DfT) criteria needed to be met.

To meet the DfT criteria, transport modelling was commissioned by officers in 2014 to assess 12 different scenarios. The report found that all options would result in an improvement around the station but would also have some impact on other local roads.

## Overview & Scrutiny Committee - 20.01.16

Officers set up a working group consisting of Network Rail, Crossrail, Rail for London, First Great Western and Segro to discuss the options and the outputs from the assessment and to also understand how the area including the station could be improved. The working group collectively agreed that if Station Road could be closed, then this would help realise wider benefits including regeneration of the sites surrounding the station.

Members agreed to proceed with the scheme option involving the full closure of Station Road, in order to trial the 'worst case scenario' of the options available, as part of an experimental order. The experimental scheme began on Friday 16<sup>th</sup> October. The procedure for consultation as part of an experimental traffic order required that the consultation begin once the scheme was operational. The consultation therefore began on 16<sup>th</sup> October 2015.

The consultation sought feedback through various means of communication, including the leafletting of residents, email correspondence, an online survey (via Survey Monkey), press releases, and social media. Businesses were contacted via the Segro e-newsletter, whilst additional stakeholders (such as First Berkshire Bus Company), and local schools were contacted to provide feedback. An open letter, signed by approximately 900 people, was received.

A breakdown of the feedback received was set out in the report, and included data from the aforementioned sources as well as additional data from Automatic Traffic Counts (ATCs), and journey time surveys. General feedback received showed that the vast majority of people contacting the Council via email or via the online survey were against the scheme in general, citing longer journey times and an increase in traffic congestion. The open letter received requested the immediate reinstatement of Station Road to vehicular traffic, in a northbound direction. Stakeholder feedback was predominantly negative, citing longer journey times, and a loss of trade.

Journey time data from key routes showed that majority of journeys took longer than before the experimental order was implemented. Average traffic speed on key routes had remained largely the same as previously, or had seen slight decreases.

A number of questions were asked and responses received. Comments were made regarding financial losses incurred by local businesses and difficulties encountered by wheelchair bound individuals in accessing buses. Mr DeCruz stated that the Council had not been notified of accessibility issues from either the local bus company or residents. Furthermore, no correspondence was received from local businesses regarding a loss of revenue.

A Member requested details as to the total cost of the experimental scheme to date. It was noted that Members would be informed of the total final cost following the submission of all outstanding invoices.

A Member stated that communication with the local community, including both residents and local businesses was vital to ensure an open and transparent

## Overview & Scrutiny Committee - 20.01.16

process. It was noted that in addition to surveys to receive feedback, a Transport for Slough Facebook page had been established.

Responding to what support was provided to schools within the vicinity of the area, following the implementation of the experimental scheme, it was explained that officers had engaged with schools in providing information relating to sustainable traffic schemes, cycle initiatives and promoting active travel to school plans.

Members were advised that taking into account the responses received during the consultation period, the Council had decided to amend the experimental order to implement a one way northbound system. It was anticipated that the one way system would take effect from late February 2016. It was confirmed that a further survey would be commissioned to gauge public opinion following the initiation of the one way system.

**Resolved** – That the feedback and data gathered be noted.

### **44. Thames Valley Transactional Service Centre April 2015 - November 2015**

Members considered details of the Thames Valley Transactional Service Centre progress report for the period April to November 2015.

Julian Rice, arvato Site Director outlined details of the report. Performance for all services in scope for the first three quarters continued to be on track for a positive outturn, despite a weaker than expected start to the commencement of Contract Year 4 in April 2015. Key collection targets were positively on track to exceed 14/15's record performance whilst significant investment had been made by the Council in the IT estate which would provide considerable benefits for both staff and residents.

In addition to the Contract deliverables arvato continued to support, lead and engage on a number of key strategic projects. These included the set up of Slough Children Services Trust, the implementation of the Council's new ERP platform coupled with the extensive Accommodation Strategy for the Council.

Logistics, Transactional Finance and Transactional HR all continued to demonstrate particularly strong performance with the consistently high levels of efficiency. Key Performance Indicators relating to these service areas were highlighted. It was highlighted that the Council's decision to replace its financial system had resulted in combining finance, procurement, human resources and payroll functions by integrating business processes and utilising a single database for multiple purposes across the Council. This would enable a simple and accurate manner of reporting across the whole organisation, contributing to initiation efficiencies and serving as a platform for later transformation to drive further savings.

Supporting the community remained a key strategic aim for arvato. Sponsoring the Slough Business Awards continued to support the Council's campaign to improve Slough's reputation as a place to live and do business.

## Overview & Scrutiny Committee - 20.01.16

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

- *Number of apprenticeships and destination of leavers.* It was noted that at this stage in the partnership, the target was to have recruited 27 apprentices. Following the addition of 11 apprentices in September, the total number was currently 30 and arvato were on track to exceed their contractual obligation of employing 117 apprentices during the life of the contract. It was agreed that future reports would include details relating to whether apprentices continued to be employed by arvato following the end of their apprenticeship scheme.
- *Clarification regarding KPI statistics.* Responding to monthly discrepancies within the KPI statistics provided, it was explained that the KPI targets defined within the report were annual targets and that there were inevitable peaks and troughs in service demand throughout the year. It was noted that the next committee report would include the annual KPI figures. Members were informed that the current KPI targets were in the process of being reviewed and agreed for the 2016/17 financial year and that these would also be included in the July Committee report.
- *Aged Debt.* A Member requested details regarding the amount of monies that were owed and the time period that was being considered. It was explained that an amount of £10.9 million over a ten year period was being examined.
- *Profit Sharing Mechanism.* It was brought to Members attention that arvato had had a number of meetings with Councils looking at outsourcing as part of their future delivery model and were currently engaged in the bidding process for a number of local authority contracts. Following a number of Member questions and responses, it was agreed that details in relation to the profit sharing mechanism within the contract between the Council and arvato would be detailed in the July Committee report.
- *Customer Service feedback.* Details were sought regarding customer feedback. The Committee were informed that a survey had been carried out in the revenue/benefits section regarding customer satisfaction, the findings which would be reported to the July Committee meeting.
- Members congratulated arvato for having successfully collected an additional £2 million in business rates on behalf of the Council.

**Resolved** – That the progress made within the period April 2015 to November 2015 be noted.

### 45. Council Houses Rents and Charges

Neale Cooper, Corporate Finance Business Partner, outlined a report, presenting changes in the Housing rents and service charges for 2016/17. The report set out the context and implications for the Council over the setting of housing rents and service charges for the next four years and the likely impact on the local community. The report was presented to Cabinet on the 18<sup>th</sup> January 2016.

## Overview & Scrutiny Committee - 20.01.16

The Committee was requested to scrutinise and comment on aspects of the report which would be considered by the Council at its meeting on 26th January 2016.

The Officer advised that in the ten years prior to 2015/16, the setting of Council social rents had been guided by the government policy known as 'rent convergence', the intention of which was to bring parity to council social rents across the country, and reduce the 'gap' between council social rents and Housing Association rents. Members noted that a government prescribed formula drove these changes and linked the following year's rent changes to the previous September's RPI; weighted for regional differences e.g. salaries and house prices.

It was noted that in May 2014, the Department for Local Communities and Government had issued a document which laid out the Government's policy on social rents for the ten year period from 2015/16 for stock-owning local authorities. Under the changed rent policy, from the 1<sup>st</sup> April 2015, rent convergence was to be discontinued and rents were to increase by no more than CPI + 1% for 2015/16 to 2024/25. Subsequently in the summer budget on 8<sup>th</sup> July 2015, the Chancellor announced that "rents paid in the social housing sector would not be frozen, but reduced by 1% a year for the next four years". In previous years, the Government had always allowed Councils discretion in changing their rents but produced a rent policy to guide Councils in the setting of their rents. Slough BC had followed Government rent policy and set its rents accordingly.

The Committee was advised that the Government had now departed from the previous practice of issuing rent 'guidance' to setting social rents across the country through primary legislation and work was underway to legislate through 'The Welfare Reform and Work Bill', the impact of which was discussed. The resulting effect was that for the 2016/17 year, the Council would need to set its social rents (HRA), 1% lower than the rents current in this year with a base line date of 8 July 2015.

The Officer updated the Committee on the HRA, 30 Year financial Business plan which was updated in January 2015. It was highlighted that the estimated average weekly rent for the current year was £104.70 and that Government proposals would produce a total estimated loss in potential rental income of £9.7m and an average decrease of 3.9% in weekly rent over the next four years. This equated to an approximate loss of 60 new social properties and over a ten year period the cumulative estimated loss of rental income could be £30m.

Members noted the position over the next four years where in addition to the rent decreases, the HRA would progress with the re procurement of its Repairs, Maintenance and Investment contract. This would continue to require investment until the new contract was in place but would result in a new contract that offered better value for money, focussing more effectively on meeting tenants' housing needs and aspirations and other improvements.

## Overview & Scrutiny Committee - 20.01.16

The Officer discussed further proposed changes that would likely impact on the HRA and the Council's tenants in the new few years, relating to 'Pay to Stay' and the sale of high value council houses, which was linked to the proposed introduction of 'right to buy' for Housing Association tenants.

A Member raised whether the proposed increase in service charge would result in improved services to residents. The Committee agreed that issue of an increase in fee service charges and the service provided for this be discussed at a future meeting of the Neighbourhoods Scrutiny Panel.

**Resolved** - That the Committee note the following, which would be considered at 26<sup>th</sup> January Council meeting:

- (a) Council house dwelling rents for 2016/17 to **decrease by 1%** over the 2015/16 rent with effect from Monday 4<sup>th</sup> April 2016. This is in line with current government guidelines and legislation.
- (b) Garage rents, heating, utility and ancillary charges to **increase by 0.8%** with effect from Monday 4<sup>th</sup> April 2016. This is based upon the September RPI figure.
- (c) Service charges to **increase by 0.8%** with effect from Monday 4<sup>th</sup> April 2016. This is based upon the September RPI figure.
- (d) 'Other committee' property rents to increase by an average of 0.8% from Monday 4<sup>th</sup> April 2016 in line with the September RPI figure.

### 46. Town Centre Car Parking Task and Finish Group - Update on Recommendations

Savio DeCruz, Head of Transport, outlined a report to update the Committee on the progress made regarding the recommendations of the Town Centre Car Parking Task & Finish Group. Members were reminded that the Group's recommendations were approved by the Overview and Scrutiny Committee on 3<sup>rd</sup> March 2015, and discussed by Cabinet on 22<sup>nd</sup> June 2015.

The Officer updated Members on the nine recommendations adopted by the Committee and discussed the current position on the outstanding items, i.e. numbers 1, 4, 5 and 8 as set out in the report:

- That the current policy of zero parking be reviewed, with a future ratio to be specified subject to further research by Slough Borough Council (SBC) and justification.  
**This policy would be taken forward as part of the review of the Local Plan**
- That land adoption be used to increase SBC's control of parking (e.g. Kittiwake House, the area in Mill Street outside Foundry Court).  
**Recommendation approved by Cabinet**
- That the current limit of 5,000 parking spaces be reviewed, using the justification for it at the time of its creation and variations in the situation

## Overview & Scrutiny Committee - 20.01.16

since this time (e.g. parking at Tesco's, Crossrail) to reappraise the figure.

**This would be taken forward as part of the review of the Local Plan**

- That the size of loading and unloading bays be reviewed to facilitate their use by larger vehicles.

**Recommendation approved by Cabinet**

The Committee had a general discussion relating to the town centre car parks. In particular, it was noted that a mobile telephone app had been implemented, which had resulted in a £37,000 increase in funds to the Council for the financial year 2015/16. Responding to whether the Council would give consideration to the introduction of an advantage card for residents, officers confirmed that there were no plans to introduce a residents card at present.

**Resolved** - That the update be noted.

### 47. Casework Task and Finish Group

Dave Gordon, Scrutiny Officer, outlined a report to review the final draft report of the Member Casework Task and Finish Group (TFG) and agree the resulting recommendations.

The TFG had agreed its terms of reference, on 10<sup>th</sup> September 2015 and had worked with Officers to gather information and use this in the compilation of its final recommendations. At its first meeting on 17<sup>th</sup> September 2015, the TFG had examined the areas outlined its terms of reference, as set out in the final report. It was highlighted that a major concern identified was that the process had not been upgraded for a significant period of time, and therefore had limited functionality and could become obsolete relatively soon. There were particular concerns over the way in which the progress of cases could be tracked by Councillors and the amount of Officer time spent on pursuing updates. It was concluded that improved efficiency could be generated through investment in an upgraded system and recommendations to this effect were made.

The TFG had also discussed the level of standardisation of responses given by SBC and it was hoped that the suggested recommendations, including the process used to convey the decision would improve clarity around the decision made and the reasoning in each case. It was highlighted that the TFG had discussed the potential need to be clearer with residents about the resources available to SBC, and budgetary constraints. At present, Members felt that residents were being informed that an action could be fulfilled, only to discover subsequently that SBC could not complete the work due to financial or workforce restraints.

A recommendation had also been made to improve communications and ensure that all Ward Councillors were made aware of any decision which

## Overview & Scrutiny Committee - 20.01.16

impacted on their Ward so that they could better convey information to local residents.

### **Resolved -**

- (1) That the possibility of a system upgrade be investigated, with the system requiring the following elements to justify its procurement;
  - The ability to act as a central repository for casework, from submission to completion or final decision;
  - The ability to be interrogated by officers, allowing previous cases on the same policy matters to be found and used in decision making;
  - The ability to be accessed via Councillors' iPads; and
  - The ability to be accessed by residents via the Slough Borough Council (SBC) website to track the progress of their cases.
- (2) For any such system to include automated escalation points, whereby inaction by an established deadline would cause responsible officers to receive an alert;
- (3) SBC officers will be asked to establish previous decisions made in comparable cases where applicable, in order to avoid any inconsistencies in decisions made, actions taken or advice given to residents;
- (4) SBC officers to ensure that final responses are sent to residents, with the relevant Councillor copied into the response. Councillors are to be made aware that this is the standard procedure and should not act as spokespeople for decisions made by officers; and
- (5) In cases where the decision made or the action taken has an impact across their ward, Councillors are to inform other Councillors in that ward.

## **48. Forward Work Programme**

Members considered details of the Committee's work programme.

**Resolved –** That the current work programme for the 2015/16 municipal year be noted, subject to the addition of the following report:

- LABV Progress Report – 3 March 2016.



## **Overview & Scrutiny Committee - 20.01.16**

### **49. Attendance Record**

**Resolved** - That details of the Members Attendance Record be noted.

### **50. Date of Next Meeting - 4 February 2016**

The date of the next meeting was confirmed as 4<sup>th</sup> February, 2016.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.30 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 4<sup>th</sup> February 2016

**CONTACT OFFICER:** Dave Gordon, Scrutiny Officer  
(For all enquiries) (01753) 875411

**WARD(S):** All

**PART I  
FOR DECISION****MEMBERSHIP OF THE OVERVIEW AND SCRUTINY COMMITTEE 2015 /16****1 Purpose of Report**

This report provides an update on the membership of the Overview and Scrutiny Committee (OSC).

**2 Recommendation**

That Members receive an update on, and give consideration to Councillor Bal's continued membership on the Overview and Scrutiny Committee.

**3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

There are no implications for the priorities of the Slough Joint Wellbeing Strategy, the JSNA or the Five Year Plan as this report is administrative in nature.

**4 Other Implications**

The recommendations meet the requirements of political proportionality as set out in Local Government and Housing Act 1989 and associated Regulations. There are no other implications arising from this report.

**5. Supporting Information**

5.1 The Council meeting held on 19<sup>th</sup> May 2015 agreed to a new policy regarding non attendance. This meant that, in an instance where a Member missed three consecutive meetings of the same Committee or Panel, the Member will have their membership revoked unless the Panel consider that there are exceptional circumstances that need to be taken into account.

5.2 Councillor Bal was appointed as a Member of OSC for the Municipal Year 2015/16. Councillor Bal has given apologies for non-attendance at the following meetings:

- 12<sup>th</sup> January 2016 (Joint meeting with Overview and Scrutiny Committee)
- 20<sup>th</sup> January 2016

- 5.3 Should Councillor Bal miss the meeting of OSC on 4<sup>th</sup> February 2016 then his membership of OSC will need to be discussed. Cllr Bal has advised that he had been called away to India due to a family emergency but wishes to remain as a Member of OSC for the remainder of the municipal year.
- 5.4 Members of the Panel are asked to give consideration to Councillor Bal's continued membership of the Panel. The Panel has discretion to waive the revocation of this membership, should they consider that there are extenuating circumstances that need to be taken into account.
- 5.5 Should the Panel decide that Cllr Bal's membership of the Panel be revoked, the vacancy would be filled via a nomination by the Labour Group.

6. **Appendices**

None.

7. **Background Papers**

Slough Borough Council Constitution 2015, Part 4 – Overview and Scrutiny Procedure Rules.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 4<sup>th</sup> February 2016

**CONTACT OFFICER:** Nicholas Hannon, Environmental Strategy & Governance Manager

**(For all Enquiries)** (01753) 875275

**WARD(S):** All

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

**PROCUREMENT OF ENVIRONMENTAL SERVICES CONTRACT**1. **Purpose of Report**

This report advises members of progress made in the re-commissioning the future service provision for the following; waste collection, waste management, waste treatment, public realm (street cleaning and green estate), highways reactive works, highways and transport capital works and professional services. It advises and outlines the preferred route for the procurement of these services and the scopes of the potential contracts.

2. **Recommendation**

The Overview and Scrutiny Committee is requested to take note and comment on the proposed and preferred contract vehicles and services scopes.

That following completion of an options appraisal, the Overview and Scrutiny Committee is requested to note progress on the outcomes of the commissioning process, soft market testing and support the proposed procurement of the preferred contract vehicles.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1 **Slough Joint Wellbeing Strategy Priorities**

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- Move up the waste hierarchy and increase the amount of waste recycled;
- Reduce the overall amount of waste produced; and
- Reduce dependency on landfill for final waste disposal.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy in development and defines the strategic horizon period.

### 3.2 **Five Year Plan Outcomes**

*The Five Year Plan's outcomes the proposal will help to deliver are:*

- *Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay*

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

A fully functioning and dedicated public realm service is a key deliverable working towards keeping the gateways to the town, prominent places, parks, memorial gardens, cemeteries, roads and pavements clean. It improves the visual amenity of the town, prevents additional waste being flytipped and is a fundamental component of civic pride in the area.

- *The Council's income and the value of its assets will be maximised*

**Ensure that a revolutionised approach to household waste collection is in place  
Ensure that no household waste will be disposed of in landfill sites**

Residents play an important part in the sustainable management of the borough's waste and ensuring that any waste that is produced is placed in the correct receptacle for disposal. Most commonly this relates to placing waste in the kerbside residual and recycling bins. However, this relates to other facilities available to residents to enable them to dispose of items in a civically minded and environmentally responsible manner including litter bins, Bring Banks and the Household Waste Recycling Centre at Chalvey in a civically minded and environmentally responsible manner.

### 4. **Other Implications**

#### (a) Financial

This report does not recommend expenditure or commit budgets over and beyond those already adopted. However, subsequent reports which recommend final decisions upon future budgets and changes to their structure and allocation and will commit the council to sums of capital and revenue expenditure potentially over an extended period will be published in line with the various undertakings of the procurement exercise(s). These will be considered in light of the value for money offered through the future service route adopted through the procurement of the respective contractors for their service delivery areas.

#### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A

Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications. The specific activity in the plan and outcome plans may have legal implications which will be considered when required. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

N/A

5. **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough and all street cleaning, gully and channel sweeping, litter picking and detritus sweeping operations within the borough. The Waste Collection / Management, Street Cleaning, Grounds Maintenance and Highways reactive work functions for Slough Borough Council is delivered by Amey under the Environmental Services contract which runs until November 2017
- 5.2 The waste management, street cleaning, green estate, highways and transport heads of service have been through a dedicated commissioning process whereby the preferred contract delivery vehicle and service batching has been appraised and assessed against critical criteria. This has included feedback from the market through a soft market testing day.
- 5.3 The PRETH (Public Realm, Environment, Transport and Highways) sub-commissioning group was formed in June and met fortnightly to discuss and create scopes for the respective services. This meant that some services were moved from one area to another to create improved synergies between service delivery and resolve issues that had been long standing within respective service areas.
- 5.4 June 2015 to January 2016 has seen a concentration on three key aspects of the commissioning programme, namely: definition of the 'scopes of services' that may be included within a new contract; consideration of potential combinations of services to meet the Council's requirements; and identification of potential delivery models.
- 5.5 The PRETH group reported to the Contract Re-provision Board in October that it did not recommend bringing the service in-house. However, it did state the second generation outsource would ensure that the client and contract management teams integrate to ensure succession planning in filling the gaps identified. This is

to ensure that an 'in-house bid' has greater potential after the conclusion of the second generation outsource term.

- 5.6 The Options Appraisal presented to the Contract Re-provision Board in February discussed the appraisal of two options for the delivery of all of the services represented by the PRETH commissioning group. These two options were either a strategic partner contract or a series of separate contracts refined by service area and their associated scopes. The options were aggregated across several key areas including risk, ability to deliver against finance (cost savings), risk, IT, data and information availability, collection monitoring and management, Innovation, complexity of the procurement process, market appetite, procurement route, social value and timetable.
- 5.7 The recommendation made by the PRETH group is to procure separate contracts for the services. The Environmental Services Contract will comprise of waste collection, waste management and the public realm services with the potential option to include the waste treatment services. The Infrastructure contract will comprise highways reactive engineering works and highways and transport capital works. The professional services contract will be potentially be a framework for the provision of professional services for Highways and Transport.
- 5.8 The market clearly indicated that the collation of all of the aforementioned services into one contract would impede competitiveness, innovation and would minimise flexibility, service enhancement and potential to deliver efficiencies and cost savings. A summary of the soft market testing can be found in 'Appendix A'.
- 5.9 The Environmental Services contract would be a services based contract that would deliver all of the public realm activities for the borough across all land owned by the Council including highways land, leisure land and Housing land (with some minor exceptions). The Public Realm approach encompasses a 'one town, one place' ideology which is a holistic approach to the management and maintenance of public spaces through (grey, green and blue) infrastructure throughout the borough managed through a single client.
- 5.10 The Environmental Services contract would be a services based contract that will deliver waste collection and waste management. It might also, subject to additional analysis include the waste treatment contract previously anticipated to go out as a separate contract.
- 5.11 The integrated Environmental Services contract will through integrated public realm and integrated waste management improve the Councils ability and opportunity to improve environmental performance.
- 5.12 The Infrastructure contract would be a services based contract that will deliver all minor schemes reactive based works for the highways in Slough. It will also be able to deliver all major schemes infrastructure related to highways and transport.
- 5.13 The Professional services contract would be a framework contract for the provision of professional services for highways and transport specialists.
- 5.14 It is intended that these contracts will be approved for procurement by Cabinet in March. An Environmental Services Board has been set up that will deliver the procurement of the contracts identified.



6. **Comments of Other Committees**

The procurement of the Environmental Services contract was presented at the Contracts Reprovision Board on the 27<sup>th</sup> January 2016.

7. **Conclusion**

The Public Realm, Environment, Transport and Highways (PRETH) sub-commissioning group have undertaken a dedicated commissioning program, scoping exercise, options appraisal and soft market testing exercise. These activities have rendered the recommendation for the procurement of contracts with the revised scopes. The summary of these contracts and their scopes are provided in 'Appendix B'.

The Overview and Scrutiny Committee is requested to take note and comment on the proposed and preferred procurement of these services and the preferred contract vehicles and service scopes.

8. **Appendices Attached**

'A' - Summary of the Soft Market Testing

'B' - Summary of the Environmental Services & Highways/ Transport contracts to be procured and headline scope

9. **Background Papers**

None.

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## Appendix A - Summary of the Slough Soft Market Testing Exercise

To help inform the commissioning process a soft market testing exercise was conducted to gauge market interest and provide feedback on draft proposals for the procurement. A PIN notice was issued on the 17<sup>th</sup> December 2016. Potential bidders were advised of the breadth of services that may be included within the contract (s) and were invited to a soft market testing event, which was held on the 14<sup>th</sup> January 2016. This appendix provides the key themes expressed by attendees to the event and also within a questionnaire provided to all contractors that responded to the PIN.

### 1.1 Themes

#### 1.1.1 Interest in the contract

High levels of interest from all potential bidders in the proposed contract (s). In general Public Realm contractors with a focus on waste management services were more interested in the Environmental services and Highways contractors were more interested in the proposed Highways services.

A small number of contractors indicated that they were experienced in working within strategic partnerships and comfortable with subcontracting services where required. These contractors indicated that they would be comfortable in bidding for all services (strategic partner approach).

Many contractors stated that 2017 would be a busy period for other Local Authorities coming to market and that the early warning that the Council has provided was beneficial.

In terms of bidding for the contract (s) key factors affecting the decision were contract packaging, internal resource to bid, competition from other similar contracts being let at the same time, contract type (highlighted mainly by Highways contractors and suggesting HMEP NEC3 Term Service Contract) and indexation model.

#### 1.1.2 Financial savings required

All contractors indicated that financial savings would be possible and a range of different opportunities were presented, including:

- Revenue transformation
- Choice of procurement route
- Digital transformation
- Service changes
- Bulk purchase of goods
- Control of overtime amongst staff base
- Shared risk in terms of commodities and waste composition for materials
- Resource allocations – the ability to use staff on priority areas across the contract
- Revenue generation – cleansing works for private organisations and undertaking other private services
- Pain/gain mechanism for capital works
- Self reporting functions within the contract, reducing the need for supervision
- Improvements in asset management process/systems

#### 1.1.3 Contract Management Systems and IT interfaces

All contractors have integrated with different Local Authority IT systems and expressed no concerns in this regard. Some interesting examples of the use of mobile technology were cited including using hand held devices to conduct standard audits and routing works (e.g. monitoring load offtake at HWRC sites or assessing play equipment). Contractors expressed limited experience of interfacing with another contractors IT system directly and that this would be better conducted via the Council's system.

#### 1.1.4 Depot site and additional land

Sharing the depot site was not identified as being a problem if adequately specified by the Council. It was suggested that if one contractor was nominated as the overall site manager it may be more beneficial.

Interest was expressed in the opportunity to utilise additional land and design and build options were looked on favourably. One contractor suggested that the planning and permitting should be conducted in conjunction with the preferred bidder to limit variations.

For fleet workshops potential interface was raised as a point where clarity was required within the specification.

#### 1.1.5 Commercial Waste

Comments received were positive, with some potential bidders commenting that it could help to contribute to the savings required.

#### 1.1.6 Social Value

The opportunity to work with SMEs and to encourage social value through use of apprenticeships and re-use facilities was welcomed by all potential bidders.

## Appendix B - Officer Recommendation for Option Two: Multiple simultaneous contract procurements

### 1.1 Contract Packaging

This option involves dividing the services into a series of contracts, within which will sit lots and sub-lots. Such an approach would allow the Council to award individual lots, or to award all lots to a single provider as an integrated contract e.g. Environmental Services.

Figure 1, overleaf, shows the proposed structure for the contracts and lots. In this option, the services to be procured would be divided into three contracts (Environmental Services, Infrastructure and Infrastructure Professional Services), each of which would have separate contract notices associated with them. Two of the three contracts will be subdivided into lots and potentially sub-lots, allowing specialist service providers to bid for specific elements of the services and sub-lots or lots to be combined if this offers synergies. The lots under each contract may be combined to award a single contract. The sub-lots under each lot may be combined to award a single contract covering that group of sub-lots or sub-lots may be awarded individually. For example, 1: Waste Collection could be awarded as a standalone contract, or combined with 2 and 3 to award a single environmental services contract. The benefit of a combined LOTs option would be that it would allow for potential discounts across service areas.

### 1.2 Scope of Services

The PRETH services would be bundled into three contracts with a number of LOTs sitting under each of the contracts.

#### 1.2.1 Environmental Services

For the environmental services contract the following service areas would be included:

- Waste Collection
- HWRC
- Transfer Station
- Treatment and Disposal
- Public Realm (Street Cleaning & Green Estate)

The exact service requirements within each LOT and the interface between LOTs and contracts will be determined during specification development. Public Realm will be the delivery of services such as verge cutting that would involve highways cyclical work, street cleansing and green estate services so all land management will be delivered through a single contractor and a single client team..

#### 1.2.2 Infrastructure

- Highways reactive works
- Highways capital works

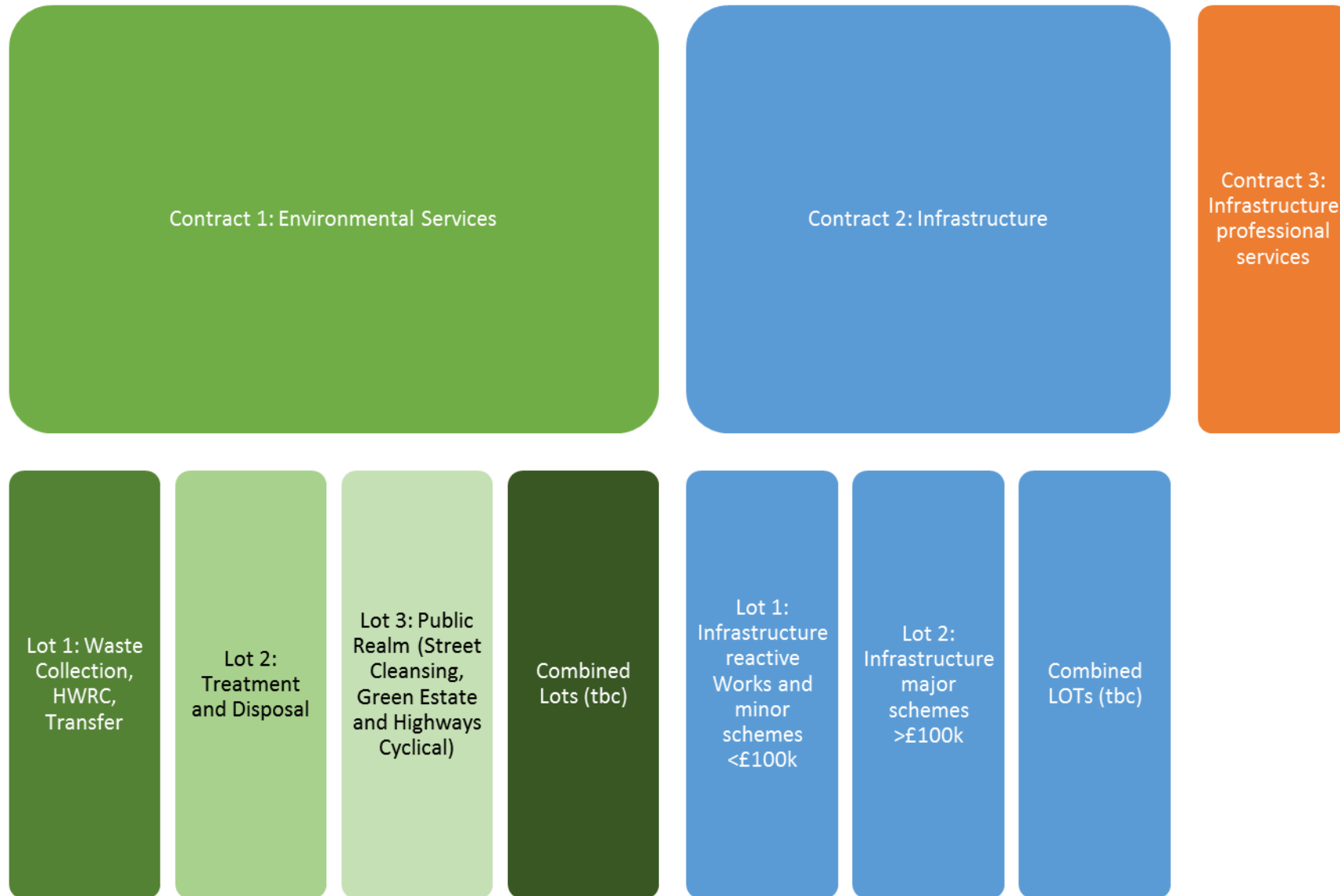
The scale of works under each of the highways LOTs will need to be determined during specification development and a cap may be included for capital works which would require additional procurement (potentially via existing frameworks) for works above the threshold set.

#### 1.2.3 Infrastructure Professional Services

- Design services

The professional services contract will include a large number of services that could be called on by the Council but design services will form the main element. This contract may be procured as a framework to provide the Council with an additional choice of service providers for specialist services.

Figure 1: Option 2 Contract Bundling Structure



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 4<sup>th</sup> February 2016

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

**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PART I**  
**FOR COMMENT****FINANCIAL & PERFORMANCE REPORT – Q3 2015-16****1 Purpose of Report**

- To provide the latest forecast financial information for the 15-16 financial year.
- To summarise the Council's performance against the balance scorecard indicators to date during 2015-16
- To approve the write offs contained within this report
- To approve the virements contained within this report

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

- The Committee is requested to note the virements and write offs contained within this report
- The Committee is requested 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****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 2015/16**

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.

(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		
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

None

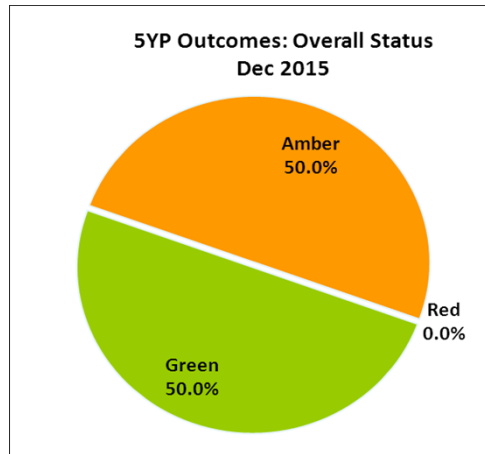
(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA

5 **Supporting Information**

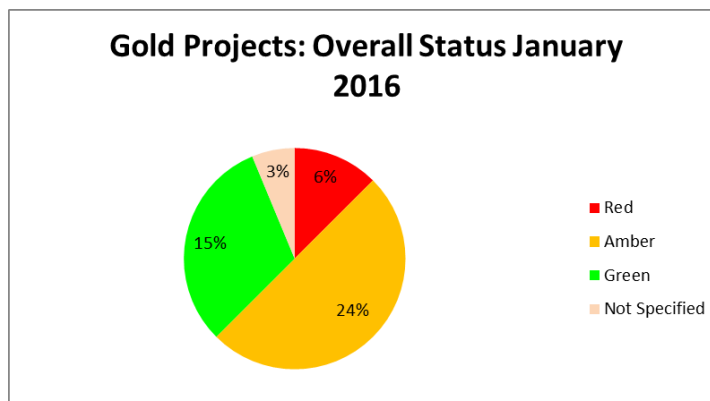
- 5.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.
- 5.2 Service action plans have reduced the underlying overspend. Whilst no additional savings are expected from the Children and Families service the Adult Social Care service remains committed to ensuring all steps are taken to get as close to break-even as possible. The result of these action plans is shown in the summary budget monitor attached as appendix A.
- 5.3 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as '**Green**', three as '**Amber**' and one as '**Amber / Green**'.





5.4 The summary of the 16 Gold project updates submitted as of January 2016 indicates that the overall status of five projects have been assessed as 'Green', eight as 'Amber' and two as 'Red'. One status was 'not specified' as this relates to the overall status of the Better Care Fund Project, this is because full reporting is being undertaken for all sub projects in this area.

5.5



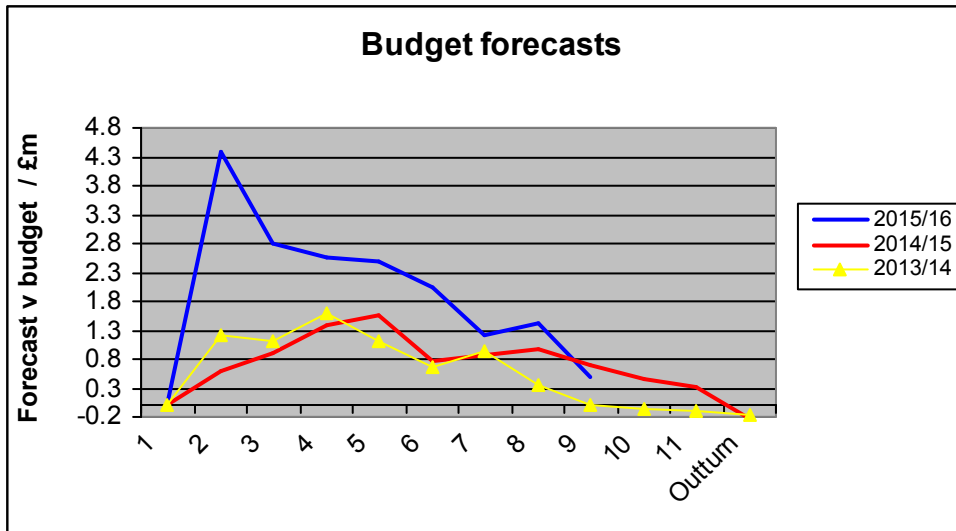
## Executive Report

### 6 Introduction

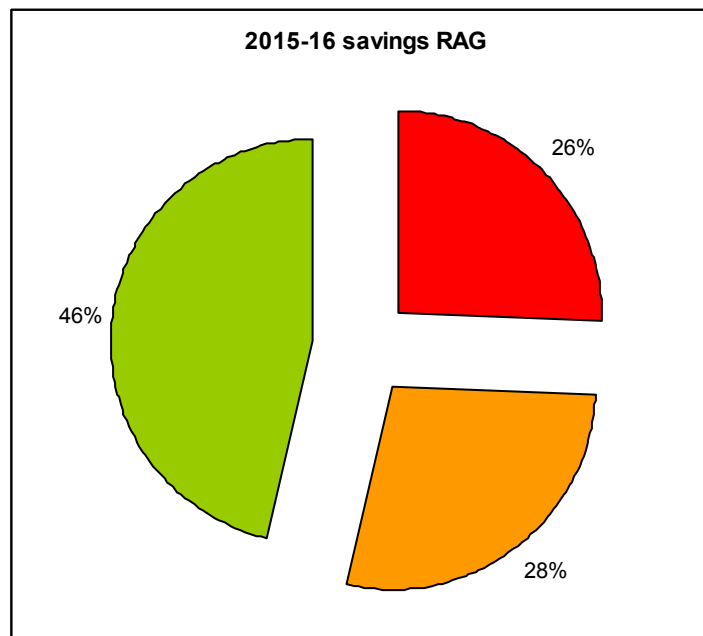
6.1 This is the third quarter report for the 2015-16 financial year in respect of the financial and performance position of the Council

### 7 Financial Performance

7.1 The Council is forecasting overspend of **£0.486m** as at month 9. The overall position is significantly better than the month 8 report. The Children and Families service overspend position has now been confirmed, and there has been additional under spends reported in both the Chief Executive and the Customer and Community Services Directorates.



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



## 8 Five Year Plan (5YP) Balanced Scorecard

8.1 This is the third quarterly review of the Five Year Plan (5YP) Balanced Scorecard. There are 91 indicators in total across the eight main outcomes.

8.2 Due to the timing of this report i.e. two weeks following the end of quarter 3, this update is not finalised. Several of the quarter 3 figures i.e. crime rates, children social care rates, overall unemployment rate etc. are not available to report on until later in the month. In addition the supporting commentary in the 'actions' column have not all been authorised by the Outcome Leads.

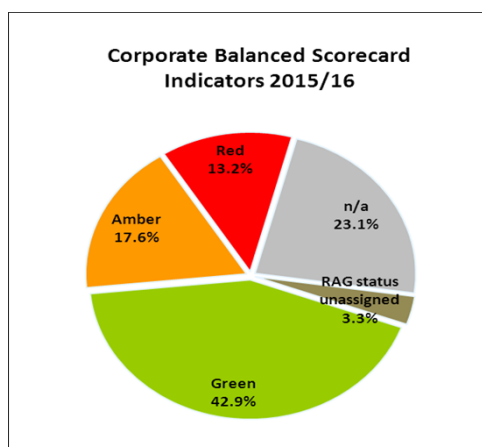
8.3 Indicators that have been updated this quarter are highlighted in yellow in the '*date updated*' column. Some of the indicators are updated annually therefore will be updated at the end of financial year 2015/16.

8.4 Currently 67 of the 91 indicators (73.6%) have been assigned a RAG status of either **'Red'** (12, 13.2%), **'Amber'** (16, 17.6%) or **'Green'** (39, 42.9%).

8.5 The remaining 24 indicators are recorded either as:

- **'N/A'** (21, 23.1%) - not applicable because this is a volume indicator only or the indicator is to be updated later in the year or the value which SBC cannot seek to directly influence or because the issue is complex.
- **RAG status unassigned** (3, 3.3%) This relates to the 3 children social care indicators where a RAG status is currently unassigned.

8.6 The latest position for the Council's balanced scorecard demonstrates that at the end of quarter 3 December 2015 the Council's performance is as below:



8.7 For each indicator the RAG status has been assigned by the responsible manager.

8.8 There is further work to be carried out to ensure that each of the indicators is allocated a target which is SMART (Specific, Measurable, Attainable, Relevant and Timely). Indicators where the target is entered as 'increasing' or 'decreasing' should be revisited to ensure that either a specific target or target tolerance is set.

8.9 Cabinet are requested to review the list of 91 indicators and remove or replace those that are not measurable or otherwise surplus to requirements.

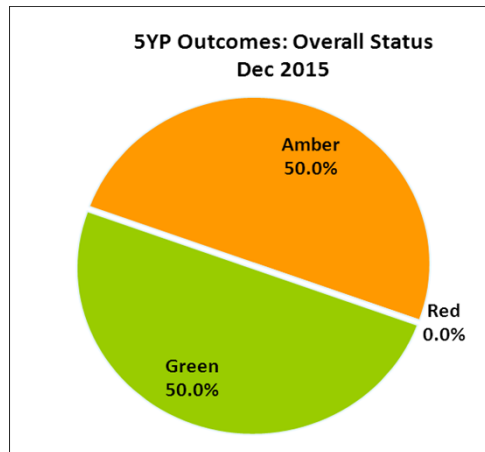
8.10 Where performance is below target, details of the correction actions that will be taken need to be added to the supporting commentary.

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

- Business rate debit increase each year
- Number of tenant verification visits completed
- Average turnaround times on Local Authority void properties
- Crime rates per 1,000 population: Violence against the person
- An improved Ofsted inspection rating of good or outstanding
- Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP
- Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check

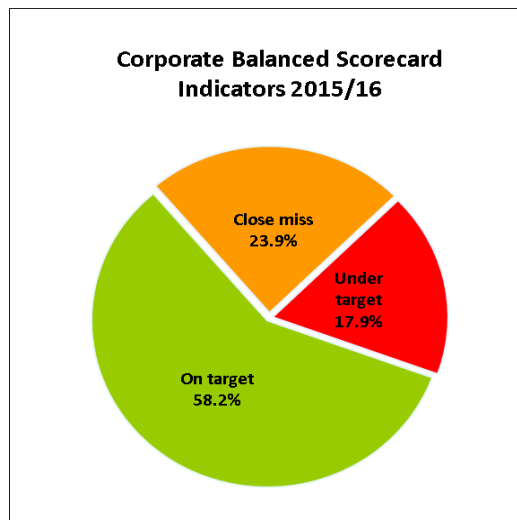
- Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check
- Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population
- Social Isolation: percentage of adult social care users who have as much social contact as they would like
- Reduction in corporate building space (%)

8.12 The summary of the seven 5YP outcome highlight reports submitted as at December 2015 indicates that the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.



## 9 Council's 5YP Balanced Scorecard update

9.1 This quarter, of the 67 performance indicators that were RAG rated – the majority are rated as 'Green' (39; 58.2%) or 'Amber' (16; 23.9%). Those rated as either 'Green' or 'Amber' - taken together - account for 82.1% of measures. Twelve measures this month (17.9%) are Red rated as being off target by more than 5% in this report.



## 9.2 Noteworthy Improvements

This quarter, the following indicators which were previously reported with a target level of performance of either Red or Amber have improved:

- **Statutory homelessness - households in temporary accommodation Rate per 1,000 households** [improved from Red to Amber]

A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA).

In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge.

Slough was 4th in line for the number agreed as homeless (rate per 1,000 households); it managed the lowest number in TA (rate per 1,000 households). Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05.

We intend to use the DHP budget to assist more households with moving out of TA. We have Implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assists households with suitable accommodation before they are placed in TA.

- **16 to 18 year olds who are not in education, training or employment (NEET)** [improved from **Amber** to **Green**]

Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email.

This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016).

Details at:

<https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>.

Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.

- **Number of adults managing their care and support via a direct payment** [improved from **Red** to **Amber**]

The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.

## 8.6 **Noteworthy Concerns**

The following twelve indicators were rated '**Red**' this quarter as being more than 5% adrift of their currently defined target values:

- **Business rate debit increase each year**

There has been a 0.09% decrease in the net collectable debit in the third quarter of 2015/16 compared to the beginning of the financial year.

An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.

- **Number of tenant verification visits completed**

The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on the two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up.

Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

#### **Average turnaround times on Local Authority void properties**

Average turnaround times based on 26 voids ended in Q1, 25 ended in Q2 and 19 ended in Q3. Each quarter's result is the year to date figure at quarter end (e.g. average of April to December for Q3)

Team of four officers reduced down to one member of staff in January 2016. Initial request to recruit agency cover have had no luck with Matrix so far.

This will now impact severely on the void turnaround figure until staffing numbers are brought up.

- **Crime rates per 1,000 population: Violence against the person**

*[This was reported the previous quarter]*

The rolling year to date violence against the person crime rate at Sept 2015 stands at 21.00 which is an increase from 17.2 previously. The increase for this indicator is also reflected nationwide and within our Most Similar Groups (MSG)

When comparing Slough's violence against the person crime rate to the national average shows Slough is above that average. However when compared to other towns in the UK that fall into our 'Most Similar Group' (MSG) Slough fares much better is overall ranked 3rd in the MSG table and as such has one of the lowest violence against the person crime rates figures in this group.

The increase in violent crime overall is nationwide and is anticipated to increase in the following quarter.

- **An improved Ofsted inspection rating of good or outstanding.**

Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016.

As of 31st December 2015, Ofsted has published the results of 73 inspections of this type:

No council has yet been rated 'Outstanding'

23% have been rated 'Good'

51% have been rated 'Requires Improvement'

26% have been rated 'Inadequate'

- **Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP**

In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan.

We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.

- **Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2**

*[This was reported the previous quarter]*

Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile.

Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.

- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check**

Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

- **Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check**

Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.

Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.

- **Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.**

This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in

males and the PHOF estimates that 111 were preventable in males and 42 in females.

Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in April 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease. Work is underway to refine the referral pathway into healthy hearts and provide a much more integrated step down community rehabilitation service funded through the Better Care Fund.

- **Social Isolation: percentage of adult social care users who have as much social contact as they would like**

*[This was reported the previous quarter]*

The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned.

There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%).

The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

- **Reduction in corporate building space (%)**

This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19.

To date circa £70k pa has been saved by re-profiling costs at LMP (0.5% of target). Work is ongoing to bring YOT back into SMP (saving of circa £100,000), relocate the Registrar to the Curve (saving TBC, but potentially drawn from savings in centre property costs of £112,000 pa), co-locate a GP practice into Britwell hub (saving £130,000 per annum), co-locating the CDA at Orchard YCC (saving of West Wing property costs of circa £40,000), and disposal of Thomas Grey Centre (circa £30,000 per annum).

Subject to the above, this indicator will come on target within 18 months.

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

## 10 **Council's Gold Project Update**

10.1 The summary below provides CMT with an update on the Council's Gold Projects as of 31<sup>st</sup> January 2016. The recently formed Programme Management Office has set up a Project Portfolio to monitor all notable projects ongoing at Slough Borough Council. Each project is graded and individual project progress reports have been made by Project Leads. A summary of all Highlight Reports from the Project Portfolio are provided in **Appendix F**, this includes Gold Projects as well as those graded Low, Medium and High.

10.2 Note the introduction of the Portfolio has led to a review and refocus of Gold Projects and has resulted in an increase of Gold Projects from seven to 16. The Portfolio was endorsed by the Transformation Board on 2<sup>nd</sup> December 2015.



### 10.3 Monthly Period Summary

- This report covers 16 Gold Projects in total; highlight reports have been received in time for this report.
- Of the 16 project highlight reports submitted, all have been confirmed as agreed and authorised by the Project Sponsors with the exception of the following which are submitted in draft:
  - The Curve
  - Highways and Transport Transformation
  - Cambridge Education/Phase 2 CSC Transfer
  - Families First

The status of Gold Projects is summarised as follows:

Risks and Issues			
Red	Amber	Green	Not Specified
2	11	2	1
6%	33%	6%	3%

On Time			
Red	Amber	Green	Not Specified
1	9	5	1
3%	27%	15%	3%

To Budget			
Red	Amber	Green	Not Specified
0	8	7	1
0%	24%	21%	3%

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

#### **Project Manager / Sponsor assessed status of Gold Projects as of: 31<sup>st</sup> January 2016**

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
1 Accommodation Strategy & Flexible Working	Green ↑ (was Red)	Green ↑ (was Red)	Green ↑ (was Red)	Amber ↑ (was Red)	Approved	None
2 Fit for the Future	Amber	Amber	Green	Amber	Approved	1. Leadership and Management Development: <ul style="list-style-type: none"> <li>• Support development opportunities for MDP participants to take part in corporate projects</li> <li>• Support take up and facilitation of MDP</li> </ul> 2. Staff Sickness: <ul style="list-style-type: none"> <li>• Review new sickness</li> </ul>

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
						<p>information on a quarterly basis</p> <p>3. IT Infrastructure:</p> <ul style="list-style-type: none"> <li>Support roll out of Agresso and associated staff training</li> </ul> <p>4. Staff Engagement</p> <ul style="list-style-type: none"> <li>All SLT to commit to team visits</li> <li>Effective communication and to build communication plans into any change programme</li> </ul>
3 School Places Programme	Red	Amber	Green	Red	Approved	<ol style="list-style-type: none"> <li>To note the rapid increase of primary school demand and to support the School Places Project Board in identifying school and other sites to satisfy this demand, including a location for SASH2.</li> <li>To consider how the demand for school places may evidence risks to the Borough's housing service and other services.</li> <li>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> <li>For CMT to register that the increase in school places is an early alert to demographic changes across the community which may impact on service demand in other areas.</li> </ol>
4 Adults Social Care Reform Programme	Amber	Amber	Amber	Amber	Approved	<p>None</p> <p>Note Learning Disabilities Change Programme is included in the overall Adults Social Care Reform Programme</p>
5 The Curve	Red	Red	Amber	Red	Not Approved	None
6 ERP	Green ↑ (was Amber)	Green	Green	Amber ↓ (was Green)	Approved	None
8 RMI Contact	Green	Green	Green	Amber	Approved	None
15 Highways	Green	Green	Green	Green	Not	No report received – Project

Gold Project Name	Overall Status	Timeline	Budget	Issues + Risks	Sponsor Approval Status	CMT Recommendations
and Transport Transformation					Approved	Manager has recently left SBC and the PMO has not been notified of a replacement
16 17 18 19 20 21 22 Better Care Fund Projects	Amber	Amber	Green	Amber	Approved	Voluntary sector commissioning - Slough Prevention Alliance – Note that the Evaluation has been completed and the contract awarded  Telehealth - Note the mid point project evaluation as described in the Key activities completed section of this report  Single Point of Access - note that SBC will be shadowing Wokingham Borough Council to help fast track the implementation
26 Cambridge Education/ Phase 2 CSC Transfer	Green	Green	Green	Green	Not Approved	Agree programme plan New project lead in place
27 Families First	Amber	Amber	Amber	Amber	Not Approved	None
28 29 30 31 32 33 Leisure Strategy	Amber	Amber	Amber	Amber	Approved	Cabinet decision required on capital build programme

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 or new Gold Project on the portfolio

A timeline for all Projects in the Portfolio is provided as **Appendix F**

## 11 Wellbeing Directorate

11.1 The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>61,146</b>	<b>64,614</b>	<b>3,468</b>	<b>3,391</b>	<b>77</b>	<b>5.7%</b>

11.2 **Adult Social Care** – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning **£600k** of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

11.2.1 All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

11.2.2 The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

11.3 **Children & Families** –indicative savings of **£0.75m** are still assumed in the above forecast.

#### 11.4 **CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE**

11.4.1 These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and
- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

11.4.2 With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

11.4.3 The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

<b>CHILDREN, YOUNG PEOPLE &amp; FAMILIES SERVICES</b>					
<b>SERVICE</b>	<b>Revised Budget</b>	<b>Outturn</b>	<b>Current Variance</b>	<b>Last Month</b>	<b>Change</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
<b>Total</b>	<b>27,392</b>	<b>29,895</b>	<b>2,504</b>	<b>2,349</b>	<b>155</b>

#### 11.5 **ADULT SOCIAL CARE**

11.5.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
<b>Total</b>	<b>34,458</b>	<b>35,063</b>	<b>604</b>	<b>604</b>	<b>0</b>

### 11.5.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below:

SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
<b>Transformation:</b> LD Change Programme	1,000	671	329	Amber
<b>Transformation :</b> Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
<b>Service Reform:</b> Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
<b>Prevention &amp; Early intervention:</b> Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
<b>Transformation: Reform of social care 1 -</b> Promoting Independence	500	357	143	Amber
<b>Transformation - Reform of Social Care 2 -</b> Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
<b>GRAND TOTAL</b>	<b>2,714</b>	<b>1,319</b>	<b>1,395</b>	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4

Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
<b>TOTAL</b>		<b>1,389</b>	<b>-470.3</b>	<b>918.7</b>

## 11.6 PUBLIC HEALTH

11.6.1 This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

11.6.2 The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

11.6.3 At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

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

Item	Amount £k
Loan note returns from the Slough Regeneration Partnership	300
Additional RSG received just before the budget was approved	197
Additional 's31' monies in respect of Business Rates	350
Insurance	878
MRP Adjustment	719

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

## 12 Virements

12.1 Virements during the third quarter of the current financial year were as follows

Service Area		Amount £'000	Reason
From	To		
Regeneration, Housing and Resources	Wellbeing	3,600.00	Cleaning materials reversed from Corporate Landlord
Customer and Community Services	Regeneration, Housing and Resources	49,974.00	Correction of residual budget - Haymill
Regeneration, Housing and Resources	Customer and Community Services	549,080.00	Transfer of Community Centre Income to Corporate Lanlord
Customer and Community Services	Regeneration, Housing and Resources	12,100.00	Transfer of Exp F002 to Booking Officer costs
Customer and Community Services	Regeneration, Housing and Resources	28,547.52	Transfer of Budget to Corporate Landlord (The Curve)
Reserves	Customer and Community Services	465,000.00	Release of 2014/15 Carry Forwards
Reserves	Resources, Housing and Regeneration	137,300.00	Release of 2014/15 Carry Forwards
Reserves	Chief Executive	295,000.00	Release of 2014/15 Carry Forwards
Customer and Community Services	Regeneration, Housing and Resources	20,000.00	West Wing Rent
Contingency	Wellbeing	1,293,000.00	Transfer of 15/16 Growth.
Reserves	Chief Executive	46,780.00	Release of reserves

### 13 **Council's 5YP Outcome update**

13.1 The summary below provides Cabinet with an update on the Council's 5YP outcome updates as at the 31<sup>st</sup> December 2015. Individual outcome progress reports have been made by Outcome Leads and are provided in **Appendix F**.

### 14 **Monthly Period Summary**

14.1 This report covers the Five Year Plan (5YP) 8 outcomes in total; highlight reports for all have been received in time for this report with the exception of:

Outcome 5. Children and young people in Slough will be healthy, resilient and have positive life chances

14.2 Of the seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as '**Green**', three as '**Amber**' and one as '**Amber/Green**'.

14.3 For '*Timeline*' five projects have been evaluated at '**Green**' status and two at '**Amber**'.

14.4 For '*Budget*' two are assessed at '**Green**', four at '**Amber**' and one '**Red**'.

14.5 For '*Issues and Risks*' six have been evaluated at '**Amber**' and one at '**Amber/Green**'.

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

### **Outcome Leads assessed status of 5YP 8 Outcomes as at: 31<sup>st</sup> December 2015**

5YP Outcome	Overall status	Timeline	Budget	Issues +	Key issues of risk /
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					<b>Risks</b>	<b>obstacles to progress</b>
1	Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay	<b>GREEN</b>	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• LTB approval not granted for Burnham Station – Business case withdrawn to be submitted for approval for March approval.</li> <li>• Delays to works due to contract for Major schemes – Legal have appointed external solicitors to complete contracts.</li> </ul>
2	There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough	<b>AMBER</b>	<b>Green</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Increased PS market rent levels rendering the sector inaccessible to households on benefits.</li> <li>• Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.</li> <li>• Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.</li> <li>• Increase in construction costs rendering small and infill site development non-viable.</li> <li>• Staff vacancy rate and inability to recruit to undertake housing regulation functions.</li> <li>• Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.</li> <li>• Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.</li> <li>• National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.</li> </ul>
3	The centre of Slough will be vibrant, providing business, living, and cultural	<b>GREEN</b>	<b>Green</b>	<b>Amber</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>• Resource allocation.</li> <li>• Budget identification.</li> </ul>



	opportunities					
4	Slough will be one of the safest places in the Thames Valley	AMBER/GREEN	Green	Amber	Amber/Green	<ul style="list-style-type: none"> <li>Permanent CS Partnership manager in post.</li> <li>Vacancies in Neighbourhood Services and capacity to deliver.</li> <li>Staff attendance at WRAP training session; need to maintain momentum.</li> <li>Prevent Co-ordinator in place 1st September.</li> <li>CSE Co-ordinator post in place and based in Slough Children's Trust.</li> </ul>
5	Children and young people in Slough will be healthy, resilient and have positive life chances	No update this month due to Ofsted Inspection.				
6	More people will take responsibility and manage their own health, care and support needs	AMBER	Amber	Amber	Amber	<ul style="list-style-type: none"> <li>Timescale for delivery of all actions not achieved.</li> <li>Ability to deliver the revenue savings.</li> <li>Impact on key performance targets.</li> <li>Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.</li> <li>More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.</li> <li>Lack of agreement of use of contingency funding in BCF from CCG.</li> <li>Management of lots of change at same time – capacity and change fatigue.</li> <li>Management information and data.</li> </ul>
7	The council's income and the value of its assets will be maximised	GREEN	Green	Green	Amber	<ul style="list-style-type: none"> <li>Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.</li> <li>Maximising savings from procurement /</li> </ul>

						<p>commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.</p> <ul style="list-style-type: none"> <li>Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning &amp; ensuring an effective link to Outcome Based Budgeting.</li> </ul>
8	The council will be a leading digital transformation organisation	<b>AMBER</b>	<b>Amber</b>	<b>Red</b>	<b>Amber</b>	<ul style="list-style-type: none"> <li>Capital investment requirements higher than present budget allocation.</li> <li>Lack of in house capacity to deliver transformation.</li> </ul>

The individual 5YP Outcome Updates are provided as **Appendix E**.

## 15 Capital

15.1 The summary of projected capital expenditure as at month 9 on a consolidated and directorate basis can be shown as follows:

	Revised 15-16 Budget	Actual DEC 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,688	8,988	20,186	24.36%
Wellbeing	15,101	7,939	13,281	12.05%
Customer & Community	14,331	2,532	6,648	53.61%
Housing Revenue Account	11,018	6,041	7,674	30.35%
Affordable Housing	9,765	1,355	3,344	65.75%
<b>Total</b>	<b>76,902</b>	<b>26,855</b>	<b>51,133</b>	<b>33.51%</b>

15.2 The Council expects to spend 66% of the total programme by the end of the 2015/16 financial year. A more detailed directorate narrative is attached as Appendix B.

## 16 Write Offs

16.1 A net total of £0.892m has been written off during the second quarter of 2015/16. As in the previous reports the largest area of write offs total relates to NNDR debt (a net £0.948m). The overall total has been reduced as there have been some credit write backs. The write off across the council's services for the first quarter,

including the reason for write off, can be summarised as follows. The write offs below are requested for approval.

Reason	NNDR	Council Tax	Former Tenant Arrears	Sundry Debtors	Housing Benefits	Total
	Value £	Value £	Value £	Value £	Value £	Value £
Unable to trace / Absconded	65,498.62	14,788.66		3,095.00		83,382.28
Vulnerable persons					2,003.55	2,003.55
Deceased		0.12	819.38	1,809.80		2,629.30
Statute Barred / Unable to Enforce	34,067.29	336.71	28,960.86	30,719.41		94,084.27
Bankruptcy		1,356.86				1,356.86
Instruction from Client				4,067.88		4,067.88
Nulla Bona (Returned from Bailiff)				5,355.15		5,355.15
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	42,384.37			879.45		43,263.82
Misc. (incl uneconomical to pursue)		3,034.34	660.31	1,524.22	2.99	5,221.86
Credit Balances	(75.60)	(120,819.23)	(7,052.88)			(127,947.71)
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>
Pre April 2012	11,472.29	(103,003.67)	22,369.43	34,909.58	1,849.90	(32,402.47)
Post April 2012	130,402.39	1,701.13	1,018.24	12,541.33	156.64	145,819.73
	<u>141,874.68</u>	<u>(101,302.54)</u>	<u>23,387.67</u>	<u>47,450.91</u>	<u>2,006.54</u>	<u>113,417.26</u>

## 17 Conclusion

17.1 The Council overspend continues to is currently estimated to be of **£0.486m** at year end although work is ongoing to reduce this and the council remains hopeful that it will be able to take appropriate action to ensure that this position is mitigated at least in part by the end of the financial year.

17.2 Of the seven highlight reports which have been RAG-rated as at December 2015 the overall status of three has been assessed as 'Green', three as 'Amber' and one as 'Amber/Green'.

## 18 Appendices Attached

- 'A' - Summary revenue forecasts
- 'B' - Capital Monitor
- 'C' - Revenue narrative
- 'D' - 5YP Balanced Scorecard
- 'E' - 5YP Outcome Performance Updates
- 'F' - Gold Projects Update

## 19 Background Papers

- '1' - Supporting working papers held in finance

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**SLOUGH BOROUGH COUNCIL**  
**2015/16 BUDGET MONITORING**  
**PERIOD 9- DECEMBER 2015**

Directorate	Net Current Budget	Projected Outturn	Variance: Over / (Under) Spend
	£'M	£'M	£'M
<u>Wellbeing</u>			
Adult Social Care and Health Partnerships	34.458	35.062	0.604
Children, Young People and Families Services (1st Half 15/16)	27.392	29.896	2.504
Central Management	0.219	0.210	(0.009)
Public Health	(0.586)	(0.218)	0.368
<b>Total Wellbeing</b>	<b>61.483</b>	<b>64.950</b>	<b>3.467</b>
<b>Total Schools</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>
<b>Total Wellbeing and Schools</b>	<b>61.146</b>	<b>64.613</b>	<b>3.467</b>
<u>Customer and Community Services</u>			
Transition	0.000	0.000	0.000
Customer Services & IT	0.279	0.209	(0.070)
Learning & Community	2.764	2.726	(0.038)
Wellbeing & Community	3.336	3.231	(0.105)
Public Protection	1.219	1.279	0.060
Planning & Building Control	0.642	0.426	(0.216)
Strategic Management	0.366	0.401	0.035
Transactional Services	8.308	8.408	0.100
Commissioning & Procurement	0.569	0.503	(0.066)
Legal Services	0.461	0.361	(0.100)
<b>Total Customer and Community Services</b>	<b>17.944</b>	<b>17.544</b>	<b>(0.400)</b>
<u>Regeneration, Housing and Resources</u>			
Strategic Management	(0.039)	(0.019)	0.020
Corporate Resources	2.104	2.079	(0.025)
Housing and Environment	14.111	14.308	0.197
Estates and Regeneration	9.972	9.803	(0.169)
<b>Total Regeneration, Housing and Resources</b>	<b>26.149</b>	<b>26.172</b>	<b>0.023</b>
<u>Chief Executive</u>			
Chief Executive	0.347	0.337	(0.010)
Strategic Policy & Communication	2.489	2.449	(0.040)
Professional Services	1.194	1.084	(0.110)
<b>Total Chief Executive</b>	<b>4.030</b>	<b>3.870</b>	<b>(0.160)</b>
<b>Total Corporate</b>	<b>(0.139)</b>	<b>(2.583)</b>	<b>(2.444)</b>
<b>Total General Fund</b>	<b>109.129</b>	<b>109.615</b>	<b>0.486</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>0.4%</b>
<b>Total Non Departmental Costs</b>	<b>(1.274)</b>	<b>(1.274)</b>	<b>0.000</b>
<b>Total General Fund</b>	<b>107.855</b>	<b>108.341</b>	<b>0.486</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>0.5%</b>

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	Revised 15-16 Budget	Actual DEC 2015	Projected Outturn	Slippage %
Directorate	£000s	£000s	£000s	
Resources	26,688	8,988	20,186	24.36%
Wellbeing	15,101	7,939	13,281	12.05%
Customer & Community Services	14,331	2,532	6,648	53.61%
Housing Revenue Account	11,018	6,041	7,674	30.35%
Affordable Housing	9,765	1,355	3,344	65.75%
<b>Total</b>	<b>76,902</b>	<b>26,855</b>	<b>51,133</b>	<b>33.51%</b>





Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
P083	Cemetery Extension	Ketan G	31/03/16	492	1,007		1,499	(23)	1,022	999	33.35%	Based on planning permission being granted by Bucks CC
P103	Slough Play Strategy	Ketan G		3			3		3	3	0.00%	
P107	Repairs to Montem & Ice	Aliso H		343	80		423	82	20	102	75.91%	Reactive budget
P383	Herschel Park	Ketan G		86			86		10	10	88.37%	
P873	Crematorium Project	Ketan G		947	1,134		2,460	73		73	97.03%	Building works currently out to tender
P141	Leisure Capital Improvements-Langley, Ten Pin, The Centre	Ketan G		379	913		1,292		50	50	96.13%	Works commence March 2016
P145	ERP Financial System Upgrades	J Holmes	01/04/16	1,384			1,384	490	754	1,244	10.09%	Project expected to complete in early 2016
P088	Baylis Park Restoration	Ollie K	31/03/16	376	150		526	22	504	526	-0.06%	
P089	Upton Court Park Remediation	Ollie K	30/09/15	10			10	7		7	30.00%	
P124	Salt Hill Park	Ketan G		(12)	100		88	32	56	88	-0.31%	
P105	Civica E-Payment Upgrade	R Parkin	31/03/16	20			20		20	20	0.00%	
P784	Accommodation Strategy	R Parkin	01/10/15	1,130	200		1,330	947	383	1,330	-0.02%	
	Expansion of DIP Servers	S Pallet		150			150		17	17	88.67%	
	IT Disaster Recovery	S Pallet		821			821		93	93	88.67%	
	Cippenham Green	S Gibson		0	500		500			0	100.00%	Slip into 16.17
	Hub Development	S Gibson		200			200			0	100.00%	Slip into 16.17
P084	IT Infrastructure Refresh	S Pallet		745	350		1,095	639	124	763	30.31%	
P084	Replacement of SAN	S Pallet		148			148		17	17	88.51%	
P871	Community Investment Fund	Various		397	650		1,047	245		245	76.59%	
P875	CCTV Relocation	P Webster	31/03/16	99			99	18	43	61	38.63%	
	Community Leisure Facilities	Philip Wright		0	150		150			0	100.00%	
P146	Arbour Park	A Hibbert					1,000		1,000	1,000	0%	
	<b>Total Customer &amp; Community Services</b>			<b>7,717</b>	<b>5,234</b>	<b>0</b>	<b>14,331</b>	<b>2,532</b>	<b>4,116</b>	<b>6,648</b>	<b>53.61%</b>	
	<b>Community and Wellbeing</b>											
P331	Social Care IT Developments	Alan S	31/03/16	52			52		52	52	0.00%	
	Supported Living	Alan S	31/03/16	100	500		600		100	100	83.33%	
P133	Extra Care Housing	Alan S	31/03/17	499	500		999	71		71	92.90%	
	Care Act	Alan S	31/03/16		280		280		280	280	0.00%	
	<b>Total Community and Wellbeing</b>			<b>651</b>	<b>1,280</b>		<b>1,931</b>	<b>71</b>	<b>432</b>	<b>503</b>	<b>73.96%</b>	
	<b>Resources, Housing and Regeneration</b>											
P006	Disabled Facilities Grant	N Aves	Ongoing		406		406	145	261	406	0%	
P068	Street Lighting Improvement Phase 2	A Deans	31/03/16	55	200		255	151	104	255	0%	
P069	Highway & Land Drainage Improvements	A Deans	Ongoing	14	70		84	57	27	84	0%	
P079	Catalyst Equity Loan Scheme	N Aves	31/03/16	27			27		27	27	0%	
P066	The Curve	Fin Garvey	31/03/16	4,273	5,170		9,443	6,728	2,715	9,443	0%	
P128	Corporate Property Asset Management	S Gibson	Ongoing	241	250		491	247	154	401	18%	
P111	Major Highways Programmes	A Deans	Ongoing	(62)	765		703	280	423	703	0%	
P728	Highway Reconfigure & Resurface	A Deans	Ongoing	76	500		576	519	57	576	0%	
P779	Britwell Regeneration			114			114	136		136	-19%	
P869	Chalvey Hub	S Gibson		170			170	25		25	85%	Project complete £25k retention
P881	Colnbrook By-pass	A Deans	31/03/17	0	131		131			0	100%	Waiting for outcome of public enquiry. Unable to commence until 16/17

Cost Centre	Project	Lead Officer	Expected Completion Date	Underspend/(Overspend)	15-16	Re-profile	Revised	Dec-15	Q4	Projected Outturn	Slippage %	Reason for Slippage
P117	Garage Sites Stage 7	N Aves	31/03/16	79	32		111	89	22	111	0%	
P127	Demolitions	S Gibson		217	100		317	107	210	317	0%	
P104	Stoke Poges Footbridge	A Deans	31/03/16	0	410		410		410	410	0%	
P116	Windsor Road Widening Scheme	S Gibson		412			412	73	351	424	-3%	
	Purchase 81-83 High Street	S Gibson	10				555		555	555	0%	
P149/P098	A332 Windsor Road Widening LEP	S De Cruz		(138)	4,511		4,609	19	1,999	2,018	56%	Will be clarified Oct
P148	A335 Tuns Lane LEP Transport Scheme	S De Cruz		(189)	2,800		2,611	56	1,149	1,205	54%	Will be clarified Oct
P144	Slough MRT	S De Cruz		(393)	3,993		3,600	239	2,092	2,331	35%	Will be clarified Oct
	Flood Defence Measures SBC/EA Partnership	A Deans		100			100			0	100%	Not required until 16/17
P135	Plymouth Road (dilapidation works)	S Gibson		77	120		197		50	50	75%	
P137	Relocation of Age Concern	S Gibson		27			27	4		4	85%	No further spend expected
P155	Air Quality Grant	J Newman	31/03/16	67			67		33	33	51%	
P147	DEFRA Air Quality	J Newman	31/03/16	0	42		42	18	24	42	0%	
P118	Replacement of Art Feature	A Deans		12			12		12	12	0%	
P661	Local Safety Scheme Programme	S Decruz		143			143	83	60	143	0%	
P060	Station Forecourt	A Deans	31/03/16	20			20			0	100%	Relinquish budget
P064	Infrastructure	A Deans	31/03/16	155			155	12	143	155	0%	
	Bath Road Redevelopment	S Gibson		0	300		300		100	100	67%	Access land to be acquired
	Northborough Park	S Gibson		0	250		250			0	100%	Subject condition survey
	Redevelopment of Thomas Grey Centre	S Gibson		0	50		50		50	50	0%	subject reloc registrars
	Installation of 3 Electric Vehicle Rapid Chargers	J Newman	31/03/16	0	200		200		100	100	50%	Subject to OLEV approving new fund bid in Autumn carry forward likely into 16/17 before completion
	Carbon Management	J Newman	31/03/16	0	100		100		70	70	30%	carry forward to meet asset challenge 16/17 and 17/18 spend - the 70k is for EV pool cars based on approved business case for grey fleet management
	<b>Total RHR (including Heart of Slough)</b>			<b>5,497</b>	<b>20,400</b>		<b>26,688</b>	<b>8,988</b>	<b>11,198</b>	<b>20,186</b>	<b>24.36%</b>	
	<b>TOTAL GENERAL FUND</b>			<b>15,233</b>	<b>42,021</b>		<b>56,120</b>	<b>19,459</b>	<b>20,756</b>	<b>40,115</b>	<b>28.52%</b>	

Cost Centre	Project	Lead Officer	Expected Completion Date	Revised Completion Date	2014-15 Carry Forward £000s	Approved 2015-16 Budget £'000	Revised 15-16 Budget £'000	Actual Expend DEC 2015	Q4	Projected Outturn	Slippage %	Reason for Slippage	
P544	Affordable Warmth/Central Heating	J Griffiths/Adrian T			(779)					0			0
P544 (4601)	Boiler Replacement	J Griffiths/Adrian T				1,001	0			0			0
P544 (4602)	Heating / Hot Water Systems	J Griffiths/Adrian T				320	0			0			0
P544 (4603)	Insulation programmes	J Griffiths/Adrian T				788	1,330	2,076	253	2,329	-75.11%		2,329
P552	Window Replacement	J Griffiths/Adrian T			(3)					0			0
P552(4613)	Front / Rear Door replacement	J Griffiths/Adrian T				359	356	439	106	545	-53.09%	Comined Window & Door Scheme	545
P558	Internal Decent Homes Work	J Griffiths/Adrian T			686					0			0
P558(4604)	Kitchen Replacement	J Griffiths/Adrian T				1,402	2,088	251	35	286	86.30%	Property advised by Housing currently on hold	286
P558(4605)	Bathroom replacement	J Griffiths/Adrian T				692	692		10	10	98.55%	Property advised by Housing currently on hold	10
P558(4606)	Electrical Systems	J Griffiths/Adrian T				263	263		30	30	88.59%	Property advised by Housing currently on hold	30
P559	External Decent Homes Work	J Griffiths/Adrian T			(38)					0		Property advised by Housing currently on hold	0
P559(4607)	Roof Replacement	J Griffiths/Adrian T				187	149			0	100.00%		0
P559(4608)	Structural	J Griffiths/Adrian T				598	598	655	292	947	-58.36%		947
	<b>Decent Homes</b>				<b>(134)</b>	<b>5,610</b>	<b>5,476</b>	<b>3,421</b>	<b>726</b>	<b>4,147</b>	<b>24.27%</b>		<b>4,147</b>
P516	Winvale Refurbishment	J Griffiths/Adrian T			17		17	0		0	100.00%		0
P541	Garage Improvements	J Griffiths/Adrian T			120	170	290	151	76	227	21.76%	Continued programme of garage refurbishments	227
P548	Mechanical Systems /Lifts	J Griffiths/Adrian T			150	69	219	351		351	-60.27%		351
	Lifts	J Griffiths/Adrian T			0					0			0
P545	Capitalised Repairs	J Griffiths/Adrian T								0			0
	Parlaunt Shops-Flat Roof Replacement	J Griffiths/Adrian T			0					0			0
P551	Security & Controlled Entry Modernisation	J Griffiths/Adrian T			50	44	94	0	44	44	53.19%	programme developed for Q4	44
P564	Darvills Lane - External Refurbs	J Griffiths/Adrian T								0		Programme to be reinstaed as asset management advise no plans for new development	0
P565	Estate Improvements/Environmental Works	J Griffiths/Adrian T			50	150	200	169	23	192	4.00%	Fully committed	192
P569	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths/Adrian T			(34)	668	634	708	101	809	-27.58%	increased High volume of faulty and leaking gutters	809
P573	Upgrade Lighting/Communal Areas	J Griffiths/Adrian T			622	250	872	402	504	906	-3.94%	Programme now fully developed and increased outputs	906
P573(4609)	Communal doors	J Griffiths/Adrian T				47	47		47	47	0.00%	programme developed for Q4	47
P573(4610)	Balcony / Stairs / Walkways areas	J Griffiths/Adrian T				81	81		5	5	93.83%	Fully committed	82
P573(4611)	Paths	J Griffiths/Adrian T				65	65		10	10	84.62%	low demand	42
P573(4612)	Store areas	J Griffiths/Adrian T				57	57		20	20	64.91%	linked to non compliance with FRA	86
	Sheltered / supported upgrades	J Griffiths/Adrian T				250	250			0	100.00%		0
	<b>Planned Maintenance - Capital</b>				<b>975</b>	<b>1,851</b>	<b>2,826</b>	<b>1,781</b>	<b>830</b>	<b>2,611</b>			<b>2,786</b>
P546	Environmental Improvements (Allocated Forum)	J Griffiths/Adrian T			100	100	200	2		2	99.00%		0
										0			0
P407	Commissioning of Repairs Manitenance and Investment Contract	A Grant					945	190		190	79.89%		

P405	Tower and Ashbourne	J Griffiths/Adrian T			488	633	1,121	336	77	413	63.16%	Internal works scheduled for Feb to March 2016
										0		
P547	Major Aids & Adaptations	J Griffiths/Adrian T			100	350	450	311		311	30.89%	
										0		
P575	Affordable Homes	S Gibson/S Jetta			5,436	3,000	8,436	1,155	1,989	3,144	62.73%	
P779	Britwell Regeneration	Fin Garvey			1,329		1,329	200		200	84.95%	
					<b>8,294</b>	<b>11,544</b>	<b>20,782</b>	<b>7,396</b>	<b>3,622</b>	<b>11,018</b>	<b>46.98%</b>	

413  
0  
206  
0  
3,144  
200  
10,896

<b>Community Investment Fund (Capital Only)</b>							
<b>Description</b>	<b>2014-15 Actual £'000</b>	<b>Underspend/(Overspend)</b>	<b>2015-16 Budget £'000</b>	<b>2015-16 Revised Budget £'000</b>	<b>2015-16 Actual £'000</b>	<b>Responsible Officer</b>	<b>Budget Codes</b>
MUGA's - floodlit to all community hubs / priority associated areas	344	156		156	25	K Ghandi	S.P871.4030.4041
Replace street bins and increase numbers in high litter areas	8	(8)				Ian C	S.P871.4030.4042
Replacement street signs - 2 year programme	65	0	50	50		Alex D	S.P871.4030.4048
CCTV - purchase of moveable cameras	24	26	30	56	31	G De Haan	S.P871.4030.4708
Neighbourhood Enhancements/Walkabouts	360	(219)	375	300	86	Ian C	S.P871.4030.4040
Pavement Parking Policy	27	373		373	47	Joe C	S.P871.4030.4045
Alley gating works		30	25	55		G De Haan	S.P871.4030.4714
Member Bids	26	39		39	16	Ian C	S.P871.4030.4698
Wexham Road Crossing			35	35	1	Savio De Cruz	S.P871.4030.4712
Parks Buildings Invest to Save			20	20		K Ghandi	S.P871.4030.4715
Chalvey Recreation			20	20		K Ghandi	S.P871.4030.4716
Salt Hill Park			20	20		K Ghandi	S.P871.4030.4717
New Bike Hire Stands			10	10		Savio De Cruz	S.P871.4030.4718
Electronic 30 mph signs			10	10		Savio De Cruz	S.P871.4030.4719
Montem Streamside Walk			5	5		Ollie K	S.P871.4030.4720
Land clearance Derwent Drive			10	10		Ian C	S.P871.4030.4721
Borough Gateway Signs			40	40	39	Kate Pratt	S.P871.4030.4713
<b>TOTAL</b>	<b>854</b>	<b>397</b>	<b>650</b>	<b>1,198</b>	<b>245</b>		

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**WELLBEING DIRECTORATE**  
**2015-16 Budget Summary**  
**December 2015 – Month 8**

**1.0 OVERVIEW:** The Directorate's net controllable Revenue budget for 2015/16 is **£61,146m**. The budget has been increased to reflect the inclusion of the £1.3m of growth monies approved for the Children & Families Service but this was retained centrally. The current total projected net expenditure is **£64.614m** and therefore the Directorate is presently forecasting a budget pressure of **£3.5m** (6%). This is a slightly worse than last month.

Service	Revised Budget	Outturn	Current Variance	Last Month	Change	%
	£'000	£'000	£'000	£'000	£'000	
Children & Families	27,392	29,895	2,504	2,349	155	9%
Adult Social Care	34,458	35,063	604	604	0	2%
Public Health	-586	-218	368	439	-71	-63%
Central Management	219	210	-9	-1	-7	-4%
Schools (DSG)	-337	-337	0	0	0	0%
<b>TOTAL</b>	<b>61,146</b>	<b>64,614</b>	<b>3,468</b>	<b>3,391</b>	<b>77</b>	<b>5.7%</b>

**1.1 ACTION PLAN UPDATE:**

**Adult Social Care** – The projected outturn above for this service assumes that **£910k** of planned savings will still be realised, this is **£600k** less than the original total savings target of **£1.4m** that was developed earlier this year to deal with the budget pressure, meaning £600k of additional savings have been achieved or are on track to being achieved since the Action Plan was formulated.

All of the remaining proposals are now fully underway but some, those with the highest value, are dependant on funding from the Health Authorities. So it is still far from certain that all of these initiatives will be achieved in full. A detailed review of each saving initiative is planned for next month when more should be known about the number of cases and level of funding that will be received.

The service is still committed to ensuring that all steps are taken to get as close to break even as possible.

**Children & Families** –indicative savings of **£0.75m** are still assumed in the above forecast.

**2.0 CHILDREN, YOUNG PEOPLE & FAMILIES SERVICE**

**2.1** These services are now grouped into 3 distinct areas.

- a) Services previously provided by the council prior to being transferred to the Trust,
- b) Services now being provided by the Trust, and

- c) Other Children & Families Services (including the Cambridge Education Contract and Services to Schools)

With the addition of the growth funds, the underlying budget pressure is now **£3.3m** but this is reduced by **£0.75m** savings expected to be made by the Trust this year.

The reasons for the budget pressure remain as follows:

- a) Looked after Children (**£0.7m**) and
- b) Staffing (**£1.8m**) budgets.

CHILDREN, YOUNG PEOPLE & FAMILIES SERVICES					
SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
Other Children & Families Services	5,725	5,874	149	192	-43
Children, Young People and Families Services	9,566	11,921	2,355	2,157	198
Children's Services Trust	12,100	12,100	0	0	0
<b>Total</b>	<b>27,392</b>	<b>29,895</b>	<b>2,504</b>	<b>2,349</b>	<b>155</b>

### 3.0 ADULT SOCIAL CARE

- 3.1 This service has an underlying budget pressure of **£1.53m**, slightly lower than last month as more planned savings are achieved. However, the service is still planning to deliver further savings of **£918k** which, if delivered, will reduce the year end outturn to **£0.6m**. The latest best case projected position is shown below:

SERVICE	Revised Budget	Outturn	Current Variance	Last Month	Change
	£'000	£'000	£'000	£'000	£'000
<b>Adult Social Care</b>					
Safeguarding and Governance	241	213	-28	-21	-7
Management & Business Support	819	-678	-1,497	-1,363	-134
Access & Long Term I & S	2,632	2,836	203	212	-8
Re-ablement & Directly Provided	3,906	3,808	-99	-90	-8
Mental Health	4,171	4,029	-141	-145	3
Commissioning Budgets	17,218	19,695	2,477	2,361	117
Commissioning & Contracts	5,471	5,160	-312	-348	37
<b>Total</b>	<b>34,458</b>	<b>35,063</b>	<b>604</b>	<b>604</b>	<b>0</b>

### 3.2 Action Plans

Of the **£2.7m** savings planned for this year the service has delivered just over only **£1.3m** resulting in slippage of **£1.4m**. The latest RAG analysis for the service is shown in the table below.



SAVINGS	Original Savings	Achieved/Projected	Slippage	RAG
<b>Transformation:</b> LD Change Programme	1,000	671	329	Amber
<b>Transformation :</b> Review of MH Day Services, High Cost Packages & Supported Living	100	100	0	Green
<b>Service Reform:</b> Review and reform of Extra Care; Internal Day & Residential Services	350	50	300	Red
<b>Prevention &amp; Early intervention:</b> Community & Voluntary Sector Commissioning & Telecare	275	0	275	Green
<b>Transformation: Reform of social care 1 -</b> Promoting Independence	500	357	143	Amber
<b>Transformation - Reform of Social Care 2 -</b> Front Door, Assessment, Brokerage and Reviewing	300	0	300	Red
Increased Fees and charges	189	141	48	Green
<b>GRAND TOTAL</b>	<b>2,714</b>	<b>1,319</b>	<b>1,395</b>	

Therefore additional recovery plans of **£1.4m** have been created of which **£0.5m** has already been achieved leaving a balance still to be found of **£0.9m**. The latest RAG status for these savings is shown below.

RECOVERY ACTION PLANS				
Savings Area	Description	Actions Plan	Savings Achieved	Savings Outstanding
Service Reform	Review and reform of Extra Care; Internal Day & Residential Services	300	-27.3	272.7
Prevention & Early intervention	Community & Voluntary Sector Commissioning & Telecare	200	-52.6	147.4
Transformation	Reform of social care 1 - Promoting Independence	600	-129.4	470.6
Transformation	Reform of Social Care 2 - Front Door, Assessment, Brokerage	100	-100.0	0
Increased Income	Increased fees and charges	189	-161.0	28
<b>TOTAL</b>		<b>1,389</b>	<b>-470.3</b>	<b>918.7</b>

#### 4.0 PUBLIC HEALTH

This service is now reporting a budget pressure of **£368k** this is an improvement of **£71k** following the latest projection on the Sexual Health contract. The underlying budget pressure is due to the 7% (**£437k**) in year reduction in the level of funding received for the 2015-16 Public Health Grant.

The Service has been unable to get providers to reduce their contract commitments to accommodate this loss of funding.

**Customer and Community Services:**  
**Revised Budget £17.944m, Forecast Outturn £17.430m underspend £514k**  
**(2.9% of the budget)**

**Customer and Community Services: Departmental Summary**

<b>Department</b>	<b>Rev'd Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>	<b>%</b>	<b>Change in month</b>
Customer Services, IT & Information Governance	279	239	(40)	(14.3%)	10
Learning & Community Services	2,764	2,605	(159)	(5.7%)	(121)
Wellbeing & Community Services	3,336	3,213	(123)	(3.7%)	(68)
Public Protection	1,219	1,279	60	<b>4.9%</b>	0
Planning & Building Control	642	411	(231)	(35.9%)	(15)
Strategic Management	366	411	45	<b>12.3%</b>	10
Commissioning & Procurement	569	503	(66)	(11.6%)	0
Legal Services	461	361	(100)	(21.7%)	0
Transactional Services	8,308	8,408	100	<b>1.2%</b>	0
<b>TOTAL</b>	<b>17,944</b>	<b>17,430</b>	<b>(514)</b>	<b>(2.9%)</b>	<b>(184)</b>

**Directorate Summary for the 2015/16 year to date**

At this point in time, the Customer and Community Services Directorate is forecasting an underspend position of £514k, largely due to staffing vacancies and planning income offset by the income shortfall from CCTV/Careline.

**Service: Customer Services, IT and Information Governance**

Explanation of variation from budget:

The £40k projected underspend is from staffing vacancies and lower blue badge costs offset by projected overspend for Local Welfare Provision.

Progress against the 2015-16 Savings targets:

On target.

**Service: Learning and Community Services**

Explanation of variation from budget:

This service is now projecting an underspend of £159k arising from staffing vacancies, unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies.

Explanation of variation from month on month of greater than £50k:

Unrealised accrual (actual cost lower than estimated cost), additional grant monies, slower apprentice take up and projected underspends on services and supplies

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

**Service: Wellbeing and Community Services**

Explanation of variation from budget:

A £123k underspend is now projected which is a £86k underspend in leisure arising from a business rates revaluation (SCL contract) and staffing vacancies, a £29k underspend in Parks & Open Spaces (staffing vacancy and lower utility costs) and a £87k underspend in Young Peoples' service arising from staffing vacancies, offset by a projected £79k overspend in the cemeteries and crematorium service arising from a recent legal challenge, mercury abatement fees whilst the new crematorium works are being completed, additional pension contributions and redundancy costs.

Explanation of variation from month on month of greater than £50k:

Staffing vacancies and lower utility costs.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

**Service: Public Protection**

Explanation of variation from budget:

The £60k overspend is the updated projected £50k shortfall in the budgeted income to support the CCTV/Careline services (business plan now prepared and in action), £40k pressure from a retained post originally earmarked for deletion in the recent restructure and £30k underspend in the Domestic Abuse service.

Impact of any emerging pressures in 2015-16 into future budgets:

Funding of the CCTV/Careline service.

Identification of any income pressures:

See above.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

**Service: Planning & Building Control**

Explanation of variation from budget:

The projected £231k underspend is from additional planning applications and advice, a salary underspend, underspending on consultant/project work and New Burdens grant funding.

Progress against the 2015-16 Savings targets:

Services are working to implement their savings targets.

**Service: Strategic Management**

Explanation of variation from budget:

It is expected that the majority of the savings targets will be achieved but an overspend of £45k is a pragmatic forecast at the present time, including some preliminary costs associated with the digital outcome workshops.

**Service: Commissioning And Procurement Team**

Explanation of variation from budget:

An underspend of £66k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

**Service: Legal Services**

Explanation of variation from budget:

An underspend of £100k from staffing vacancies is projected for period 9 mainly due to recruitment difficulties.

**Service: Transactional Services**

Explanation of variation from budget:

The current forecast is for an overspend of £100k arising from interim staff costs and timing of the phase 2 transactional savings. It should be noted though, that whilst savings from the operation of the contract are scheduled for future years, immediate

savings (over £300k per annum from 2014/15) have already been realised from the release of accommodation space at Landmark Place (customer service and IT staff moving to Phoenix House) and the deletion of the AD post for Customer Services and IT.

Impact of any emerging pressures in 2015-16 into future budgets:

Staffing and later phasing of inbuilt savings target.

Progress against the 2015-16 Savings targets:

See above.

**Regeneration, Housing and Resources Directorate:  
Revised Budget £26.148m, Forecast Outturn £26.162m, projected variance  
of £14k.**

**Overview: P9 – December 2015**

<b>Service</b>	<b>Budget / £k</b>	<b>Forecast Outturn / £k</b>	<b>Variance / £k</b>	<b>Variance / %</b>	<b>Change in month £k</b>
<b>Strategic Management</b>	<b>(39)</b>	<b>41</b>	<b>80</b>	<b>179.5%</b>	<b>60</b>
<b>Corporate Resources</b>	<b>2,104</b>	<b>2,124</b>	<b>20</b>	<b>0.9%</b>	<b>45</b>
<b>Housing and Environment</b>	<b>14,111</b>	<b>14,238</b>	<b>127</b>	<b>0.9%</b>	<b>(70)</b>
<b>AIR (Estates Regeneration)</b>	<b>9,972</b>	<b>9,759</b>	<b>(213)</b>	<b>(2.1%)</b>	<b>(44)</b>
<b>Total Regeneration, Housing and Resources</b>	<b>26,148</b>	<b>26,162</b>	<b>14</b>	<b>0.09%</b>	<b>(9)</b>

#### **Directorate summary for the 2015-16 year to date**

At this point in time the Regeneration, Housing and Resources Directorate is forecasting a small overspend of £14k, pending the successful delivery of the 2015/16 savings targets.

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

Explanation of variation from budget:

At the present time, an overspend of £80k is forecast reflecting the pressure of achieving this year's savings of £589k.

Explanation of variation from month on month of greater than £50k:

Savings targets.

Impact of any emerging pressures in 2015-16 into future budgets:

If the savings are not achieved, this will emerge as a pressure in future years.

**Service: Corporate Resource**Explanation of variation from budget:

The projected outturn is for a £20k overspend – overspend on the internal audit contract and additional ICT costs (Agresso) offset by vacancy savings.

**Service: Housing and Environment**Explanation of variation from budget:

£140k of this projected overspend is due to anticipated pressures on the homelessness service arising from the shortage of affordable rented accommodation in Slough; measures are being put in place to secure access to suitable accommodation to reduce B&B occupancy/costs, working with landlords to reduce the switch to private tenants, and learning from best practice in other local authorities.

There is also a £62k funding pressure in the Home Improvements section due to changes in funding sources, including a reduction in the capital programme funding and therefore the number of projects that staff can work on.

These costs are offset by staffing vacancies and an updated estimate of the profit share from the Amey contract

Explanation of variation from month on month of greater than £50k:

Revised profit share from the Amey contract.

Impact of any emerging pressures in 2015-16 into future budgets:

Homelessness.

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

<b>Service</b>	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	<b>Variance / %</b>
<b>Property Services Facilities &amp; Corporate Landlord Highways Engineering Asset Management Transport</b>	<b>£514,870</b>	<b>£499,870</b>	<b>(£15,000)</b>	<b>(2.9%)</b>
	<b>£2,679,414</b>	<b>£2,392,414</b>	<b>(£287,000)</b>	<b>(10.7%)</b>
	<b>£3,181,020</b>	<b>£3,101,020</b>	<b>(80,000)</b>	<b>(2.5%)</b>
	<b>(£12,970)</b>	<b>(£130,970)</b>	<b>(£118,000)</b>	<b>(909%)</b>
	<b>£3,609,850</b>	<b>£3,896,850</b>	<b>£287,000</b>	<b>7.9%</b>
<b>Total</b>	<b>£9,972,184</b>	<b>£9,759,184</b>	<b>(£213,000)</b>	<b>(2.1%)</b>

### Explanation of variation from budget:

#### ***Property Service***

A projected underspend of £15k is now forecast after a thorough review of the demands and contractual commitments for this year.

#### ***Facilities & Corporate Landlords***

An underspend of £287k is currently forecast (this includes business rates rebate for SMP and staffing vacancies offset by backdated service charges for LMP) based upon a review of utility and other premises costs and community centres, plus additional accommodation recharges to the HRA for increased occupation of LMP.

#### ***Highways Engineering***

There is a projected £80k underspend at the present time due to staffing vacancies and underspend on maintenance; a recruitment freeze is currently in place pending the outcome of the transformation project.

The service is still awaiting payment of a compensation claim raised against Uxbridge Rail/Network Rail for late completion of street works. The actual fine was issued in 2013/14 and is currently in dispute and subject to legal action. Should the compensation claim fail to be paid, this could create a £200k budget pressure in this year.

#### ***Asset Management***

The projected underspend comprises a £128k saving from the ending of joint arrangements, bus station income, capitalisation of salaries and income from the recent acquisition of strategic assets, offset by £10k legal fees for Plymouth Road.

#### ***Transport Services***

The projected £287k budget pressure is due to 'historic' income targets that have not been adjusted to reflect changes in the car parks, the loss of income from the CCTV cars, an unmet savings target in community transport, loss of income from Amazon relocating and backdate business rates offset by additional income 'released' by prompter and more effective collection methods and underspend in concessionary fares. Amongst actions being undertaken to address this pressure are the possible redeployment of one or both CCTV cars to another service as well as a review of the capitalisation of salaries to ensure that we fully recognise the work of the transport team(s) on capital projects.

### Impact of any emerging pressures in 2015-16 into future budgets:



Car Parks.

Identification of any income pressures:

Car parks.

Progress against the 2015-16 Savings targets:

The Highways and Transformation project has various workstreams in progress to address the current and future savings targets.

**Regeneration, Housing and Resources: Housing Revenue Account:  
Revised Budget (£0.917m), Forecast Outturn (£1.417m).**

**Resources, Housing and Regeneration: Housing Revenue Account Summary**

HRA	Rev'd Budget £'000	Outturn £'000	Variance £'000	%	Change in month
<b>Expenditure</b>	36,163	35,663	(500)	(1.4%)	0
<b>Income</b>	(37,080)	(37,080)	0	0%	0
<b>Total</b>	<b>(917)</b>	<b>(1,417)</b>	<b>(500)</b>	<b>(54.5%)</b>	<b>0</b>

**Service: Housing Revenue Account**

Explanation of variation from budget:

For period 9, a £500k underspend is projected due to lower anticipated expenditure on repairs and maintenance.

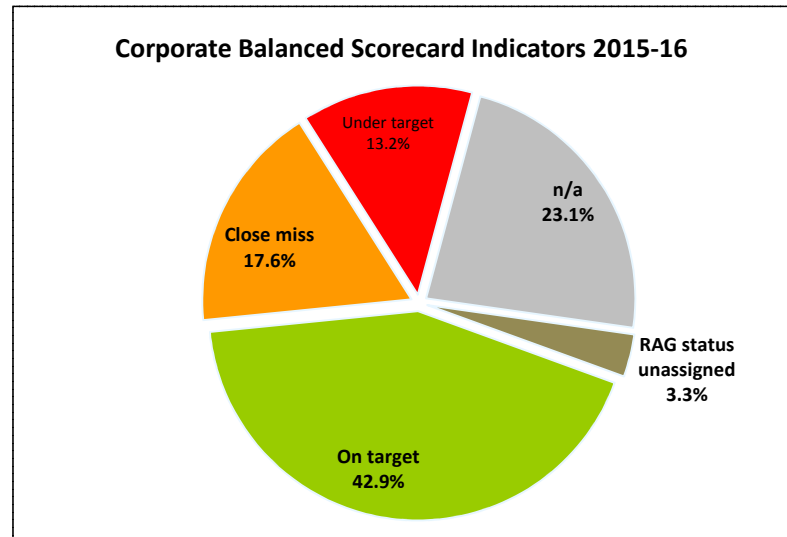
On the capital programme, there are currently forecast underspends of £1.62m on the Decent Homes and Planned Maintenance elements of the HRA capital programme, £5.94m on the Affordable Homes programme, £0.7m on the Britwell regeneration project, and £0.19m on Environmental Improvements.

**Appendix D: Slough Borough Council - Corporate Balanced Scorecard  
2015-16: to end of quarter 3 - December 2015**

The corporate balanced scorecard presents the current outturn for a selection of high priority quantitative performance indicators, under the 3 themes of "Changing, Retaining and Growing", "Enabling and Preventing" and "Using Resources Wisely" and the following 8 main outcomes:

1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay.
2. There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough.
3. The centre of Slough will be vibrant, providing business, living, and cultural opportunities.
4. Slough will be one of the safest places in the Thames Valley.
5. More people will take responsibility and manage their own health, care and support needs.
6. Children and young people in Slough will be healthy, resilient and have positive life chances.
7. The council's income and the value of its assets will be maximised.
8. The council will be a leading digital transformation organisation.

Performance against target is recorded as either **RED** (more than 5% off target), **AMBER** (between 0% and 5% off target), **GREEN** (on target or better) or **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.

Changing, Retaining and Growing									
Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
1.1	Establish a business inward investment and retention function	Business rate debit increase each year	Jan-16	April-Sept 2015 0.70% decrease April- June 2015 0.93% decrease	1.50%	April-Dec 2015 0.09% decrease	↑	Red	There has been a 0.09% decrease in the net collectable debit in the third quarter of 2015/16 compared to the beginning of the financial year. An inward investment strategy and action plan is being developed, although the decrease in business rate debit is a wider issue. We are also waiting on the Valuation Office Agency to bring some other properties into rating.
		Number of new businesses investing in the town	Jul-15		4	As at June 2015 2	n/a	Green	Recent arrival of KP Snacks in April 2015 and ZTE in June 2015.
1.2	Ensure a fit for business transport infrastructure	Improve bus punctuality: Non-frequent bus services running on time	Oct-15	90.0% [2013/14] 91.0% [2012/13] 83.0% [2011/12]	Increasing	[2014/15] Slough 89.0% SE 83.2% England 82.9%	↓	Green	Data is collated and reported annually by Department for Transport. There was an 8% improvement between 2011/12 and 2012/13, but a 1% reduction in 2013/14 and 2014/15. Local punctuality is above the England value (82.9%) and South East value (83.2%) for 2014/15.
		Deliver SMaRT A355 and A332 scheme	Jan-16		60% completion against budget and programme in 15/16, 100% in 16/17		↑	Green	Balfour Beatty appointed as principal contractor. BB have started to mobilise and full traffic management will be initiated on the A355 at the end of January.
		Value of bids submitted by partners against Local Enterprise Partnership allocations approved	Oct-15		20%		↔	Green	8 bids submitted to the Local Enterprise Partnership (LEP), notice of approval due in Q4. There will be a call for new bids from November so SBC will be resubmitting the schemes from earlier this year.
1.3	Enable partners to support residents to develop skills to meet local employers' needs	Overall unemployment rate: proportion of resident population of area aged 16-64 claiming Job Seekers Allowance (JSA)	Jan-16	<b>Mar 2015</b> 1,605 people Slough 1.7; SE 1.2; GB 2.0.  <b>Mar 2014</b> 2,620 people Slough 2.8; SE 1.8; GB 2.9.  <b>Mar 2013</b> 3,845 people Slough 3.7; SE 2.5; GB 3.8.	maintain at low level compared to national value	As at Nov-15: 1,165 people Slough 1.2 SE: 0.9 GB: 1.5	↑	Green	JSA claimant rate in November reduced by 0.2 from 1.4 in Sept-15 to 1.2 in Nov-15, comprising of 1,165 people. Slough's rate is lower (better) than the GB average of 1.5 but higher than the South East average of 0.9. 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 has expanded its work with partners, broadening its range of activities in order to reflect local business and local priorities. Work with Job Centre Plus and Children Centres targeting lone parents, working with local businesses and ASPIRE to deliver career path way programmes, e.g.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
									construction, and skills development workshops targeting specific areas of the labour market, incorporating soft skills. Through 'Aspire for You' the council continues to hold 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. Through City Deal (Elevate Slough) the council is focusing its work in supporting the 16 to 24 year olds NEETS into employment.
1.4	Develop planning policies which will deliver more high value business properties to meet modern needs	New business planning applications applied for each year			Increase			n/a	This is an annual indicator which will be updated at the end of the financial year.
		Amount of commercial floor space applied for each year			Increase			n/a	This is an annual indicator which will be updated at the end of the financial year.
1.5	Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow	Progress against project plan milestones for station developments (Burnham, Langley, Slough)	Jan-16		Completions Burnham 16/17, Langley 17/18 Slough 18/19		↑	Green	Experimental scheme now underway and initial report on consultation to go to Jan O&S. BLTB to approve allocation of funding in March. Langley site design underway.
1.6	Develop a more mutually beneficial relationship with Heathrow Airport	No net loss of business rates as a result of Heathrow displacement	Jan-16				↔	Amber	Initial outputs from the Heads of Terms working group has produced funding for business start-up and Air Quality monitoring. Further work on bids to fund additional docking stations and improvements to Sloughs gateway.
1.7	Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained	Adherence to Environmental Protection Act cleaning through the street cleaning monitoring scorecard.	Oct-15		Grade A	Draft monitoring programme currently being undertaken	n/a	n/a	This is a new indicator. Data is being collated and will be reported on later in the year.
<b>Outcome 2: There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough</b>									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
2.1	Higher quality private sector housing will be a valued housing option and will reduce long term health problems	Number of private rented bed spaces regulated, licenced or otherwise made safe for occupation.	Jan-16	Q2 2015/16 132 bed spaces regulated 0 HMO bed spaces licenced  Q1 2015/16 47 bed spaces regulated 6 HMO bed spaces licenced	250 bed spaces per year	Apr-Dec 2015 365 bed spaces regulated 38 HMO bed spaces licenced  Q3 2015/16 186 bed spaces regulated 32 HMO bed spaces licenced	↑	Green	Q1 figures are skewed as coding for bedspaces was only fully introduced from June/July. New objectives and codes have been embedded within the team to support delivery throughout Q2. During Q3 a focus on licensing has increased the numbers of HMO bedspaces licenced, this will continue in Q4.
2.2	Make best use of existing local authority housing stock to meet housing need	Number of bedrooms freed up by rehousing existing tenants into smaller accommodation which meets their needs and financial circumstances.	Jan-16	14 Q2 2015/16 10 Q1 2015/16	50 bedrooms	Apr-Dec 2015 31  Q3 2015/16 7	↓	Amber	The Tenant's Incentive Scheme (money to move) has been changed from July to remove age and size of property criteria, and increasing grant given. Take-up is steady however priority for re-lets is given to decanting Tower and Ashborne tenants and figures will increase correspondingly once the two blocks have been emptied.
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of tenant verification visits completed	Jan-16	222 Q2 2015-16 217 Q1 2015-16  508 (2014-15) 719 (2013-14) 449 (2012-13)	2,000 stretch target if invest to save bid is supported	Apr-Dec 2015 628  Q3 2015-16 189	↑	Red	The Neighbourhood managers consider the 2,000 target unrealistic. With competing priorities, assessment of risk to the residents, the service and SBC is an important influence on what can be achieved. Third quarter number of verifications were a drop on two previous quarters, however, overall increase on the whole of 2014-15 therefore, direction of travel is up. Currently the spend to save is tied up with the stock condition survey, which will allow all properties surveyed to have a basic verification exercise to be carried out. The outcome of these verifications may be identification of tenants/properties which requires a more in depth verification. Additional resource maybe required to support this process, possibly an additional fraud officer. Beyond the condition survey, incorporation of a verification process within the RMI Contract linked to repairs/gas inspections. NHO's will continue to do in depth verification visits based upon findings and known high risk tenants.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
	All SBC social housing units will be lawfully occupied by legitimate tenants in a manner which meets their housing need	Number of SBC homes reclaimed through fraud investigations.	Jan-16	4 Q2 2015-16 5 Q1 2015-16  13 [2014/15]	15	Apr-Dec 2015 12  Q3 2015-16 3	↓	Green	Slough is one of the few Local Authorities to take a robust and proactive approach to Housing Fraud. Other Authorities in the area seem to take an approach of 'wilful blindness' to the subject. The bottom line is that every property recovered saves the Council £20,000 pa, every year. In one case the tenant was granted a property because they were leaving the Army, they re-joined the Army a short time later and were posted to Germany where they were given Forces accommodation, and the property in Slough they sub-let to relatives. We have recovered this property. By liaising with Housing Officers the Rent Recovery team and property maintenance staff at Interserve, potential sublet properties are identified and then subject to investigation.
	Make best use of existing local authority housing stock to meet housing need	Average turnaround times on Local Authority void properties	Jan-16	39.45 days [Apr-Sept 2015]  36.92 days [Apr-Jun 2015]  31.94 days [2014/15]	28 days	Apr-Dec 2015 37.58 days  19 voids	↑	Red	Average turnaround times based on 26 voids ended in Q1, 25 ended in Q2 and 19 ended in Q3. Each quarter's result is the year to date figure at quarter end (e.g. average of April to December for Q3). Team of four officers reduced down to one member of staff in January 2016. Initial request to recruit agency cover have had no luck with Matrix so far. This will now impact severely on the void turnaround figure until staffing numbers are brought up.
	Social housing will be improved through comprehensive regeneration schemes improving the quality of life and enjoyment for tenants	Number of homes 'signed off' following comprehensive estate improvement schemes.	Oct-15		new indicator with full effect from 16-17			n/a	The Outcome measure for this indicator needs to be reviewed as the current measure does not make sense. Suggested wording: Number of Properties benefiting from completed Neighbourhood Environment Improvement Programmes.
2.3	Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need	Number of affordable homes delivered (PSA 20)	Jan-16	32 Q2 2015/16 69 Q1 2015/16  96 [2014/15] 63 [2013/14] 49 [2012/13] 51 [2011/12]	An average of 100 affordable houses will be provided each year through the planning system	Apr-Dec 2015 127  Q3 2015/16 26	↔	Green	Number of new build dwellings is not entirely within the control of the Housing Development Team as some schemes are proactive on SBC land while others are reactive on private land, however this quarter has seen a good programme of delivery. The annual 'target' of 100 has been achieved.
		Number of properties locally that are sold under "right to buy"	Jan-16	12 units Q2 2015/16 10 units Q1 2015/16  64 [2014/15]	not a target but a monitor to compare to rate of new supply	Apr-Dec 2015 35 units £4,578,270 income  Q3 2015/16 13 units	n/a	n/a	The Right to Buy is a statutory obligation therefore, there is no target or RAG rating for this figure. However, there has been a noticeable reduction in the number properties sold compared to the previous financial year 2014/15 i.e. Apr-Dec 2014, there were 46 sold under the RTB; specifically the 3rd quarter. There are currently 10 RTB applications on hold with the District Valuer (for challenges with our valuations). This is reflective of the sharp rise in property prices since mid-summer indicating the cost of the RTB for property (even with full discount) is less affordable for the Councils Tenants as the repeated comment is "unable to secure mortgages for the discounted offer price". This is in contrast to 141 applications received from Apr-Dec 2015 compared to only 69 applications received from Apr-Dec 2014. Compared to the number of new council homes in the pipeline the council will have an increasing housing stock for the first time in many years. Legislative changes proposed regarding the sale of high value assets will affect this in future.
2.4	Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan	Increase in the number of dwellings in the borough			550 pa			n/a	This is an annual indicator which will be updated at the end of the financial year.
2.5	Prevent homelessness where possible through early intervention and using a range of housing options	Numbers approaching for housing advice and the number successful prevented from being homeless (assisted to stay at home or alternative accommodation)	Jan-16	<b>Approaching</b> 357 [Q2 2015/16] 366 [Q1 2015/16]  1493 [2014/15] 1389 [2013/14] 923 [2012/13]  <b>Prevented</b> 26 (65%) Q2 2015/16 22 (63%) Q1 2015/16  179 (80%) [2014/15] 319 (90%) [2013/14] 207 (95%) [2012/13]	High number prevented	Apr-Dec 2015 <b>Approaching</b> 1060 <b>Prevented</b> 85 (66%)  Q3 2015/16 <b>Approaching</b> 337 <b>Prevented</b> 37 (70%)	↑	Amber	The 5% increase is due to better use of the Prevention funding which is available. At the end of October, completed a 'Homeless Prevention Growth Bid' in an attempt to secure further protection of these funds, therefore assisting this work to continue. Clients are advised to seek their own alternative private rented accommodation, via Housing Advice. If they do manage to source their own property, we assist with a deposit or rent in advance, where they are unable/not eligible to obtain DHP funding. This money is not paid directly to the client, always directly to the landlord or letting agent. Additional information on benchmarking shows SBC to be the best performing authority in its peer group.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Statutory homelessness - homelessness acceptances Rate per 1,000 households	Jan-16	1.40 [71 households] Q2 2015/16 1.02 [52 households] Q1 2015/16 1.36 [2014/15] 0.34 [2013-14]	Decreasing	Apr-Dec 2015 3.78 (192 households)  Q3 2015/16 1.36 (69 households)	↑	Amber	Acceptances re: homelessness have increased nationally, as reported in Q2. Slough are getting more clients presenting under S21 notices (e.g. 2 months) due to landlords wanting their properties back so they can rent them out for higher/nightly rents, possibly to London Boroughs and via the 'working' private sector client group, who are willing/able to pay higher rents. On a positive note, Accepted/Agreed cases, we are now able to discharge duty into the Private Sector and therefore these are not all clients awaiting social housing via the Housing Register nor remaining in temporary accommodation longer term. Additional information on benchmarking shows SBC to be the best performing authority in its peer group.
	Ensure each household is evaluated regularly to ensure their housing options are being explored with a view to them leaving temporary accommodation	Statutory homelessness - households in temporary accommodation Rate per 1,000 households	Jan-16	3.76 [191 households] Sept-15 3.72 [189 households] Jun-15 2.70 [2014/15]	Decreasing  Target for 2015/16: Rate of 3.75 per 1,000 households [190 households]	As at Dec 2015 3.84 rate per 1,000 households [195 households]	↓	Amber	A target of 190 households in TA at the end of any given quarter is set for 2015/2016 (rate of 3.75 per 1,000 households). This is based on the rate of approaches and cases over the last 9 months (average of 192 households in TA). In Q2 according to the CIPFA website, Slough's 6 closest comparator groups are; Brent, Ealing, Greenwich, Hounslow, Luton, Redbridge. Slough was 4th in line for the number agreed as homeless (rate per 1,000 households), it managed the lowest number in TA (rate per 1,000 households). Slough's Q2 rate per 1,000 households was 3.76 whereas the comparators were as follows; Brent: 27.43, Ealing: 19.53, Greenwich: 4.51, Hounslow: 11.43, Luton: 13.68 and Redbridge: 22.05. We intend to use the DHP budget to assist more households with moving out of TA. We have implemented the Home=Work Club which is assisting TA households back into work and therefore making them eligible for Social Housing. Using the Prevention Fund to assist households with suitable accommodation before they are placed in TA.

**Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities**

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
3.1	Define and establish the Centre of the Town as a destination	Increase footfall	Jul-15		2% pa		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.
3.2	Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space	Number of planning applicants submitted			2 pa			n/a	This is an annual indicator which will be updated at the end of the financial year.
3.3	Understand through consultation and intelligence, the current and future needs and expectations of the High Street	Number of consultation events with community and stakeholders	Jul-15		1-5 pa	As at June 2015 1	n/a	Green	A retail survey has been carried out jointly with RBWM, results are anticipated shortly but the draft confirms residents within Slough Town Centre's catchment area are shopping elsewhere. A note or presentation to Members was suggested to inform them of national retail and town centre trends being seen in Slough. Events/consultations need to be related to publicity/ decision making from other work streams. As such 5 consultation events per annum may be over-consulting and not viable to resource (this equates to one every 10 weeks).
3.4	Cultivate a vibrant town centre	Improved perception of people arriving in the town	Jul-15	There is no current baseline.	85% of people satisfied or better		n/a	Amber	There is no current baseline for this measure. A survey will need to be undertaken when the 'town centre' as an area has been delineated to give a baseline measurement for measurement against. Details of this survey, how and when it could be conducted are currently being worked on.
3.5	Expand the evening economy	Number of investor and developer enquiries from retail, hotel and leisure sectors	Oct-15		10 pa	As at Sept 2015 7	↑	Green	An operator is lined up (Cycas Hospitality) backed by Marriot who will operate two form of hotel from the Old Slough Library site once it is re-developed. The first being a Moxxy brand hotel (like Citizen M) which has large high specification lobbies and small high specification rooms with a Residents Inn hotel above. The Residents Inn model is larger longer stay rooms with kitchenettes which are aimed at people who stay regularly in Slough (i.e. long distance commuters) and aim at regular guests being more like residents (fairly new offering to the UK), Recently approved the development of a 130 bed Premier Inn in the former Key West site on Windsor Road which should start construction this summer. Working with a developer on proposals for the Heart of Slough site which should see circa 2 000

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
									new residents and hundreds of new employees living and working in close proximity to the town centre boosting it's night economy. The Heart of Slough proposals envisage including new leisure, hotel and retail operators which will complement the town's current provision and a number of pre-let positions have already been agreed in principle with leisure and hotel operators. Recommended the approval of over 600 homes above the Queensmere shopping centre which will again boost demand and the commercial security of town centres night economy.
3.6	Deliver a One Public Estate Strategy	Joint Venture set up between identified/chosen partner(s)	Jul-15		To be set		n/a	Amber	Meetings being held in the Autumn with partners (NHS and BFRS).
3.7	Ensure the Curve continues to be operationally successful	Fully occupied and utilised town centre building adds to economic activity, supports evening economy and cultural diversity	Jul-15	A base line position is being established	Full cost recovery open until 11pm		n/a	Amber	Arrangements for the transfer of library and adult learning services to the Curve are progressing well, core library opening times have been agreed, and facilities are in the process of recruiting a facilities officer to be based at the Curve. A Curve Programme Officer has been appointed. A draft centre programme has been developed. An Arts Grant is being applied and officers are involved with the Slough wide Arts Council Creative People & Places arts project. A position statement is being written that identifies the baseline position of occupation, budgets, staffing, opening hours etc. A business plan will then be created in order to identify the challenges and opportunities that the Curve brings to Slough. The Assistant Director of Assets, Infrastructure & Regeneration with support from the events officer are planning the "opening" events.
3.8	'Slough the place of innovation'	Smart City projects started	Jul-15		1 pa		n/a	Green	Workshop held in June 2015 to understand Smart City agenda and directorates that make a contribution. Part 2 workshop to be organised for Autumn 2015 to identify projects and development of a strategy and partnerships.

**Enabling and Preventing**

**Outcome 4: Slough will be one of the safest places in the Thames Valley**

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
4.1	Build on success in making Slough safer	Crime rates per 1,000 population: All crime (cumulative from April) (iquanta)	Oct-15	82.70 [rolling yr to Jun-15] 74.50 [2014/15] 81.10 [2013/14] 86.80 [2012/13] 100.40 [2011/12]	Monitor (Reducing)	[rolling year to Sept-15] Slough 79.50 MSG 82.60 England 73.00	↓	Amber	The rolling year to date crime rate as at Sept 2015 has increased from similar period last year by 3.6 from 75.90 to 79.50 and is above the England average of 73.00. However the Slough rate remains below the rate of Most Similar Group (MSG). Both the England and MSG rate has also increased in comparison with similar period previous year by 3.4 and 6.4. Police and partner tasking aware and operations are in place or being organised (burglary campaign, autocrime awareness) for Q3 and the festive period.
		Crime rates per 1,000 population: Violence against the person (cumulative from April) (iquanta)	Oct-15	20.99 [rolling yr to Jun-15] 18.30 [2014/15] 18.50 [2013/14] 19.53 [2012/13] 21.15 [2011/12]	Monitor (Reducing)	[rolling year to Sept-15] Slough 21.00 MSG 26.40 England 18.80	↓	Red	The rolling year to date violence against the person crime rate at Sept 2015 stands at 21.00 which is an increase from 17.2 previously. The increase for this indicator is also reflected nationwide and within our Most Similar Groups (MSG) When comparing Slough's violence against the person crime rate to the national average shows Slough is above that average. However when compared to other towns in the UK that fall into our 'Most Similar Group' (MSG) Slough fares much better is overall ranked 3rd in the MSG table and as such has one of the lowest violence against the person crime rates figures in this group. The increase in violent crime overall is nationwide and is anticipated to increase in the following quarter.
		Domestic abuse incidents recorded by the Police Rate per 1,000 population / % repeat cases (TVP)	Jul-15	6.14 [2014/15] 8.94 [2013/14] 8.64 [2012/13]	Monitor (Reducing) / low % is good	[rolling year to June 2015] Slough 7.01	↓	Amber	The rolling year to date domestics abuse incidents recorded by the Police rate as at June 2015 has increased from the previous quarter from 6.14 to 7.01. This may be due to an increase in reporting. The comparator rates for England and MSG are yet to be released.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		First time entrants to the Youth Justice System (rate per 100,000 0-17 year olds) (YOT)	Jul-15	386 [2014] 513 [2013] 647 [2012] 741 [2011]	Reducing	[2014] Slough 386	↑	Green	We exceeded expectations this year, showing a steady improvement over the last 2 years. We have a strong Prevention Team who works with identified young people referred to the YOT. The Prevention Team also undertake outreach work in our local schools to ensure that we continue to reduce the numbers of FTE into the system. Data released annually in January (one year in arrears) by the Youth Justice Board.
		Number of troubled families in cohort where the offending rate by all minors in the family has reduced by at least 33% in the last 6 months. (TF)	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	The programme is now currently in the final stages of gathering data from partners and agencies and are in the process of finalising our 2015/16 cohort and the 5 year cohort. A definitive update will be available in Qtr 3. We intend a very light touch on January's claim result to test. 70% baseline represents the Phase 1 returns and PbR (Payments by Results). Please note that this 'target' for our programme is interchangeable with Continuous Employment result.
		Number of sessions delivered on child sexual exploitation, domestic violence, forced marriages, FGM and other safeguarding issues/ % increase in awareness (L&D SBC and partners)	Jan-16	Q3 2015/16 7 courses delivered 134 attendees  Q2 2015/16 13 courses delivered 384 attendees  Q1 2015/16 13 courses delivered 199 attendees	Number/ high % is good	Apr-Dec 2015  33 courses delivered on safeguarding  717 attendees	n/a	Green	Safeguarding training is designed to meet the needs of Slough Local Safeguarding Board and the Slough Borough Council Safeguarding Adults Partnership Board in order to make Slough a safer place for children and adults. Training has included Safeguarding Adults level 1, Safeguarding Adults Level 2 Foundation, , Basic Safeguarding Children, MARAC and DASH, Targeted Safeguarding Children level 2, HBV & Forced Marriage, Critical Case Review, LSCB Annual Conference, ASC Risk tool and Refresher (e-learning) and safeguarding vulnerable adults awareness (e-learning). A strategy and toolkit has been developed for CSE which is under discussion at the moment.
		Killed and seriously injured (KSI) casualties on roads Rate per 100,000 residents (TVP/Safer Road Berkshire Group)	Jul-15	32.90 [2011-13] 30.70 [2010-12] 29.75 [2009-11]	reducing	[2012-14] Slough 33.1; SE 47.9; England 39.2	↓	Green	Data is collated and reported annually by the Department for Transport. The casualty rate in Slough increased by 2.2 between 2010/12 and 2011/13, with a further 0.2 increase in 2012/14. However the rate in Slough (33.1) is below the England value (39.2) and South East value (47.9).
4.2	Build on success in tackling anti-social behaviour	ASB incidents recorded by Police and Neighbourhood Services / case resolution % (cumulative from April) (TVP & SBC - NS)	Oct-15		Monitor/ low % is good	Q2 2015/16  TVP: 1165 SBC: 1283	n/a	n/a	The 2015/16 period will be used in getting the reporting systems/processes correct and using these figures to act as a baseline for the 2016/17 period to be measured against.
		Number of troubled families in the cohort where there has been a 60% reduction in anti-social behaviour across the family in the last 6 months. TF	Oct-15	Phase 1 2014/15 70%	70% (150 of the 213 families targeted for Year 1 - set by DCLG)		n/a	n/a	Our target range is contingent on improving and sustaining the family as a whole. On finalisation of the cohort for 2015/16, and engaging of partners and services we aim to have a positive direction of travel for each quarter, however as noted above detailed progress of this programme will be available in Qtr 3.
4.3	Deliver the council's community cohesion strategy	Number of WRAP training sessions delivered/ % increase in awareness (cumulative from April) (L&D SBC)	Oct-15	April to June 2015 340 attendees	All SBC front line staff trained (c. 920 in total)	Apr-Sept 2015 371 attendees  322 e-learning completions	n/a	Green	We were only able to run 2 sessions in August and September due to facilitator availability. However, 2 sessions per month are booked for Oct (now fully booked), Nov and Dec. Prevent Coordinator now in post. E-learning has been revised and updated. Feedback from both has been extremely positive with clear increase in staff awareness around key issues and referral process.
<b>Outcome 5: Children and young people in Slough will be healthy, resilient and have positive life chances</b>									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
5.1	Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible	Number of Early Help Assessments completed in the year to date per 10,000 children	Jan-16		Increasing	Under development	n/a	n/a	Early Help Assessments (EHAs) are being conducted and recorded although reporting is still in development. The figures count the number of EHAs started rather than completed, but there are frequent checks to ensure that started EHAs have been completed so that there is certainty about whether the child received the proposed service.
		Number of social care referrals received per 10,000 children	Jan-16	600.7[yr to Sept-15] 582.2 [yr to Jun-15]  571.4 [yr to Mar-15] 641.3 [yr to Mar-14] 452.1 [yr to Mar-13]	Decreasing  Figures to stabilise prior to new target	647.4 [yr to Nov-15]  2,581 referrals	↓		Slough experiences a high rate of referrals to social care, which would reduce with more effective Early Help offers to assist families and as a more effective understanding of referral thresholds by partners is obtained. The volume of referrals has increased by 11.5% compared to a year previously and some continued fluctuation is to be expected due to changes in front door services, which have resulted in an increased referral rate to social care services in recent months. Comparators: 509 per 10,000 (South East, 2014/15) 548.3 per 10,000 (England, 2014/15)



Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Number of children subject to Child Protection (CP) Plan per 10,000	Jan-16	39.1 [Sept-15] (156 children)  49.2 [Jun-15] (196 children)  58.9 [Mar-15] (235 children)  65.6 [Mar-14] 38.4 [Mar-13]	Decreasing  Figures to stabilise prior to new target	44.9 [Nov-15]  (179 children)	↓		The number of CP plans had been falling steadily since February, but increased in November. This number is still roughly 30% lower than a year previously and some continued fluctuation is to be expected due to changes in front door services (see above). Comparators: 40.9 per 10,000 (South East, 2014/15) 42.9 per 10,000 (England, 2014/15)
		Number of LAC per 10,000 children	Jan-16	49.4 [Sept-15] (197 children)  52.4 [Jun-15] (209 children)  49.2 (196 children) [March 2015]  48.4 [March 2014]  48.3 [March 2013]	Decreasing  Figures to stabilise prior to new target	[Nov-15]  46.9 (187 children)	↓		Slough has a fairly stable LAC rate for the number of local children, which has remained at around 48-49 per 10,000 for several years. November saw a slight increase in numbers, of 3 children. Comparators: 49 per 10,000 (South East, 2014/15) 60 per 10,000 (England, 2014/15)
5.2	Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change	An improved Ofsted inspection rating of good or outstanding.	Jan-16	Inspected in Nov-13: Overall judgement was rated 'Inadequate' as was the effectiveness of the LSCB	Top quartile of published performance distribution levels of those measures used by Ofsted & DfE to identify 'good practice'.			Red	Ofsted inspected Slough Children's Trust in late 2015, and will issue their draft report in February 2016. As of 31st December 2015, Ofsted has published the results of 73 inspections of this type: No council has yet been rated 'Outstanding' 23% have been rated 'Good' 51% have been rated 'Requires Improvement' 26% have been rated 'Inadequate'
5.3	Ensure vulnerable children and young people are safe and feel safe	Hospital admission caused by unintentional and deliberate injury in children (aged 0-14 years) and in young people (aged 15-24 years)	Oct-15	<u>0-14 yrs</u> 108.80 [2013/14] 101.43 [2012/13] 118.46 [2011/12] 117.21 [2010/11]  <u>15-24 yrs</u> 126.30 [2013/14] 132.63 [2012/13] 149.49 [2011/12] 153.89 [2010/11]	Reducing	[2013-14]: <u>0-14 yrs</u> Slough 108.80 SE 107.93 England 112.16  <u>15-24 yrs</u> Slough 126.30 SE 137.62 England 136.74	↓	Green	Not statistically different to England for either age range. Minor corrections nationally to the 2013/14 PHOF indicator than previously reported. A slight reduction for 2013/14 from 146.04 (previously reported) to 126.30 for the age group 15-24 years and a reduction from 110.41 (previously reported) to 108.80 for those aged 0-14. Business plan being developed for the Better Care Fund to prevent admissions for falls and other accidents in the 0-4 age range.
5.4	Ensure children and young people are emotionally and physically healthy	Prevalence of childhood 'healthy weight' at start of primary school (Reception) as measured by the NCMP	Jan-16	78.4% [2014/15] 77.5% [2013/14] 76.1% [2012/13] 74.9% [2011/12] 76.4% [2010/11]	Closer to the national rate	[2014-15] Slough: 78.4% SE 78.9% England: 77.2%  [2408 children measured]	↑	Amber	The percentage of children of 'healthy weight' at the start of primary school in Slough of 78.4% is marginally above the England average of 77.2% however below the SE average of 78.9%. Longer term improvements expected as rates of breastfeeding initiation now above the England and decile average. Change4life Disney campaign launched through early years teams.
		Prevalence of childhood 'healthy weight' at end of primary school (Year 6) as measured by the NCMP	Jan-16	58.9% [2014/15] 60.8% [2013/14] 63.4% [2012/13] 61.6% [2011/12] 59.2% [2010/11]	Closer to the national rate	[2014-15] Slough 58.9% SE 68.6% England 65.3%  [1780 children measured]	↓	Red	In 2014/15 the percentage of children of 'healthy weight' at the end of primary school in Slough of 58.9% is below England and SE averages of 65.3% and 68.6%. 13 schools have taken up the Change4life resources and a nationally supported launch is planned locally in w/c 25th Jan. We have commissioned a revised Let's Get Going Programme and will pilot this in three schools in the spring term.
5.5	Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve to their individual potential	Percentage of pupils achieving a good level of development across the Early Years Foundation Stage.	Oct-15	58.0% [2013/14] 49.9% [2012/13]	increasing	[2014/15] Slough: 64.9% SE 70.1% England 66.3%	↑	Green	Achievement in the 2013-14 academic year shows that performance in Slough Schools has improved by 6.9% from 58.0% in 2013/14 to 64.9% 2014/15. However, other authorities have also improved such that Slough's performance in 2014/15 is below the England average of 66.3% and South East average of 70.1. Slough is ranked 89th nationally out of 152 local authorities placing them in the third quartile.
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2	Oct-15	78% [2013/14] 74% [2012/13] 73% [2011/12]	increasing	[2014/15] Provisional Slough 77% SE 80% England 80%	↓	Red	Provisional achievement in the 2014-15 academic year shows a 1% drop on the previous year of 78% and is 3% under the England and South East average (80%). Slough is ranked 118th nationally out of 152 local authorities placing them in the bottom quartile. Analysis of the results highlights weaknesses with mathematics and writing. Consequently, the focus is on selecting the vulnerable schools in these areas and introducing a booster programme for maths in Year 6 as an immediate action, alongside a longer term Key Stage 2 programme in selected schools to consolidate mathematics and build in sustainable improvements.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Percentage of pupils achieving level 4 or above in reading, writing and mathematics at Key Stage 2 by region of pupil residence	Jul-15	78% [2013/14] 75% [2012/13]	increasing	[2013-14] Slough 78% SE 79% England 79%	↑	Green	Achievement in the 2013-14 academic year shows a 3% improvement on the previous year of 75%. However, other authorities have also improved such that Slough's performance in 2013-14 is 1% under the England average (79%). Key Stage 2 results by region of pupil residence is in line with Slough School results of 78%.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths)	Oct-15	[2013-14] Slough 69.2% SE 58.9% England 53.4%	increasing	[2014-15] Provisional Slough 67.4% SE 59.0% England 52.8%	↓	Green	Provisional achievement for 2014/15 academic year shows a 1.8% drop on the previous year of 69.2%. However performance in Slough Schools at 67.2% is well above the England average (52.8%) and South East average (59.0%). Slough is ranked 8th nationally out of 152 local authorities placing them in the top quartile.
		% of pupils achieving 5 or more GCSEs at A* - C (including English and Maths) by region of pupil residence	Jul-15	New methodology applied from 2013/14	increasing	[2013-14] Slough 59.2% SE 58.9% England 53.4%	n/a	Green	The GCSE achievement by region of pupil residence of 59.2% is lower than the achievement levels in Slough Schools of 69.2%. However the achievement is well above the England average (53.4%) and South East average (58.9%).
		16 to 18 year olds who are not in education, training or employment (NEET)	Jan-16	As at Sept 2015 (Q2) NEET 4.1% Not Known 39.3%  As at June 2015 (Q1) NEET 4.6% Not Known 1.7%  2014 NEET 4.0% Not Known 9.3%  2013 NEET 6.1%  2012 NEET 4.9%  2011 NEET 5.2%	Below 5%	as at Jan 2016 (Q3)  NEET 4.29% Not Known 5.5%  N.B These figures are current (January 2016). The latest figures published by the DfE are for November 2015.	↑	Green	Since September 2015, the focus has been on finding the destinations of Slough's young people aged 16 to 18 years. This has been done by liaising with local schools and colleges to obtain their enrolment lists, and also by contacting our neighbouring local authorities to gather information about Slough young people in schools and colleges outside the borough. Additionally, resources have been allocated to tracking young people by telephone and email. This has brought Slough's "not known" rate down from over 30% in September to its current rate of 5.5% meaning that Slough remains on schedule to reach its target rate of 5% (based on average figures for November 2015, December 2015 and January 2016). Details at: <a href="https://www.gov.uk/government/publications/neeet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training">https://www.gov.uk/government/publications/neeet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training</a> . Slough's NEET rate is currently 4.29% which is below the target rate of 5%. However, focused work is ongoing with this group of young people to assist and support them to find suitable employment, education or training opportunities.
		Number of Slough resident children home educated as a rate per 10,000 children	Jan-16	27.18 per 10,000 [67 children] Sept-15  24.34 per 10,000 [60 children] Jun-15	To be set	As at Dec-15 37.32 per 10,000 [92 children]	↑	n/a	As at Dec-15, 92 Slough resident children are recorded as home educated at a rate of 37.32 per 10,000. The rate is on the rise, increasing from 24.34 per 10,000 as at Jun-15 [60 children] and 27.18 per 10,000 as at Sept-15 [67 children].
5.6	Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood							n/a	
5.7	Secure sufficient school places to meet the needs of Slough residents	Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (primary phase)	Jul-15	96.8% [2015/16] 96.1% [2014/15]	To be set	2015/16 allocation: % offered one of their preferred schools:  Slough: 96.8% SE: 96.5% England: 96.1%	↑	n/a	As at September 2015 allocation, 96.8% of Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the school is within or out of the borough. The remaining 3.2% were offered a place at the nearest school with a vacancy.
		Percentage of school application made on behalf of Slough resident pupils that were successful in gaining a place at a school in Slough (secondary phase)	Jul-15	95.7% [2015/16] 92.6% [2014/15] 94.9% [2013/14] 91.3% [2012/13]	To be set	2015/16 allocation: % offered one of their preferred schools:  Slough: 95.7% SE: 96.3% England: 96.4%	↑	n/a	As at September 2015 allocation, 95.7% of children Slough children whose parents applied on time were offered a school place at one of their preferred schools regardless of whether the schools is within or out of the borough. The remaining 4.3% were offered a place at the nearest school with a vacancy.
		Percentage of pupils on roll at a Slough school who also live within the borough	Jul-15		To be set	As at Jan-15 School Census 88.9%	n/a	n/a	88.9% of children registered as attending a Slough school live within the borough. [source: DfE School Census Jan-15]
		Percentage of Slough resident children who attend a school outside the borough	Jul-15		To be set	As at Jan-15 School Census 12.6%	n/a	n/a	12.6% of statutory age children in Slough are registered as attending a school out of the borough of which 36.9% are primary aged and 63.1% are secondary aged children. [source: DfE School Census Jan-15 and NOMIS Census 2011]
<b>Outcome 6: More people will take responsibility and manage their own health, care and support needs</b>									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.1	Encourage all residents to manage and improve their health	Number of people starting a smoking cessation course (per rate 10,000). Percentage of those who successful quit smoking.	Jan-16	Actual no's 4WK quitters  975 [Q4 2014/15] 618 [Q3 2014/15] 384 [Q2 2014/15] 204 [Q1 2014/15]	Meet target of 960	Q1-2 2015/16 <u>Rate per 10,000</u> Slough 494  <u>% successful quit smoking</u> Slough 58%	↑	Green	In addition to the focus on those with mental health problems and smoking in diabetes a new priority is mothers smoking in pregnancy as our rates of low birth weight are higher than average . (Smoking is one of many risk factors). The Metime Club has been re-launched and provides a healthy outcome voucher of £5 (redeemable against fruits & vegetables) for everyone who remains quit at 4th, 8th and 12th week of being Smokefree.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check	Jan-16	3.6% Q1 2015/16  12.9% [2014/15] 21.9% [2013/14]	Offered to 20% of the eligible population each year	2015/16 Q2 Slough 2.2% SE 4.6% England 5.0%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. The delivery model remains a mix of checks through GP practices and ad hoc screening offered in the community. Work is underway to design a revised cardiac pathway via the Better Care Fund which will increase capacity to run the checks.
		Cumulative percentage of the eligible population aged 40-74 offered an NHS Health Check who received an NHS Health Check	Jan-16	2.4% Q1 2015/16  9.9% [2014/15] 49.1% [2013/14]	Above the national rate	2015/16 Q2 Slough 1.3% SE 2.3% England 2.3%	↓	Red	Competing demands on practices to deliver other improvements has limited the return this quarter. Despite the lower than national offer above, the percentage who did receive the checks was above the national average see below.
		Cumulative percentage of the eligible population aged 40-74 who received an NHS Health check	Jan-16	66.7% Q1 2015/16  79.5% [2014/15] 10.8% [2013/14]	Meet the national target of: 66% [2015/16] 50% [2014/15] 25% [2013/14]	2015/16 Q2 Slough 58.3% SE 48.6% England 45.8%	↓	Green	Although reduced a high % is good and demonstrates best practice and best value for money is being obtained . Options to enhance GP delivery and outreach through an improved link between secondary care and the Healthy Hearts programme is being considered for the Better Care Fund.
		Rate of mortality from all cardiovascular diseases (including heart disease and stroke) in persons less than 75 years per 100,000 population.	Jan-16	98.3 [2012-14] 106.32 [2011-13] 101.62 [2010-12] 111.93 [2009-11] 118.51 [2008-10]	Closer to the national rate of 75.7 per 1,000,000	2012-14 Slough 98.3 2011/13 Slough 106.32 SE 66.35 England 78.21	↑	Red	This rate published in the Public Health Outcomes Framework in Dec 2015 reflects 231 deaths - a reduction from 241 total deaths in 2011-12. 66% were in males and the PHOF estimates that 111 were preventable in males and 42 in females. Health checks and smoking cessation will take time to impact on this indicator as will work in the CCG to improve diabetes and cardiovascular care. A new national diabetes prevention programme is to launch in April 2016 which will help those with diabetes who have risk factors for wider cardiovascular disease Work is underway to refine the referral pathway into healthy hearts and provide a much more integrated step down community rehabilitation service funded through the Better Care Fund.
6.2	Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often	The number of people aged 16 and over participating in at least 30 minutes of sport at moderate intensity at least once a week.	Jan-16	31.8% [2013/14] 30.3% [2012/13] 26.5% [2011/12] 35.0% [2010/11]	Increasing	2014/15 Slough 34.4% [base 511] SE 37.7% England 35.8%	↔	Green	The Active People Survey is collated and reported annually by Sports England with a base of 511 residents contacted locally. There was a 3.8% increase between 2011/12 and 2012/13, 1.5% increase in 2013/14 and a further 2.6% increase in 2014/15. However local participation rates are below the England value (35.8%) and South East value (37.7%) for 2014/15.
6.3	Develop preventative approaches to ensure that vulnerable people become more able to support themselves	People still at home 3 months after discharge from hospital with reablement (%) ASCOF 2B(1)	Jan-16	[rolling year to Jun-15] 98% [265]  2014/15 100% [70]  2013/14 100% [55]	95% or above whilst expanding the number of older people receiving the service	[rolling year to Sept-15]  100% [248]	↓	Green	This indicator is ASCOF 2B(1). Annual outturns relate to older people discharged from hospital to the reablement service during the months of January, February and March. The in-year reporting relates to older people discharged to reablement service during the quarter specified. Their individual outcomes can only be determined 3 months after the quarter in question. NB. This indicator is effected seasonally so care should be taken in interpreting current performance.
6.4	Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs	Numbers of people supported by voluntary and community sector	Jul-15		10,400 per annum	Q1 2015-16 2,814	n/a	Green	The majority (85%) of contacts are with the Information, Advice and Advocacy Services.
		Social Isolation: percentage of adult social care users who have as much social contact as they would like	Oct-15	37.5% [2013/14] - [2012/13] 34.9% [2011/12] 35.4% [2010/11]	Closer to the national rate	2014/15 Slough 39.5% [base 255] SE 47.1% England 44.8%	↑	Red	The Adult Social Care Survey is collated and reported annually by Health & Social Care Information Centre (HSCIC). In 2014/15 255 residents completed and returned the survey which is lower than the previous year of 340 completed and returned. There was a 2.0% increase between 2013/14 and 2014/15. However the social isolation rate reported locally for 2014/15 was below the England value (44.8%) and South East value (47.1%). The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
6.5	Put in place new models of social care for adults where direct payments will be the norm	Number of adults managing their care and support via a direct payment	Jan-16	As at Sept 2015 [204]  As at Jun-15 [193]  As at Mar-15 [194]	Increasing	As at Dec 2015 [207 clients & carers]	↑	Amber	The number of service users and carers supported through a Direct Payment continues to increase. We have appointed additional brokers with a primary focus on Direct Payments, have implemented a new system using pre-payment cards which will make Direct Payments easier to manage and use, are contracting with Enham Trust to provide a Personal Assistant Matching and Employment Support service, and have issued guidance to staff to support and seek Direct Payments as the default position when providing services. We will reviewing the performance measure used in the 5 Year Plan report to ensure we use the most appropriate measure to evidence our primary strategy of increasing the number of service users and carers who can control their support through Direct Payments.
6.6	Develop existing safeguarding arrangements to ensure people are at the centre of the safeguarding process and are supported to manage any risks	Percentage of stated outcomes achieved as part of safeguarding	Jan-16	Apr-Sept 2015 100% [14 cases]  Apr-Jun 2015 100% [4 cases]	60%	Apr-Dec 2015 100% (20 cases had outcomes fully or partially achieved)	↑	Green	This is a new performance indicator that has been introduced in line with safeguarding guidance within the Care Act. The indicator measures whether the outcomes expressed by abused person or their advocate have been met or partially met. The new Voluntary sector strategy and re-commissioning process has as one of its clear objectives reducing social isolation of vulnerable adults. The new services to support this outcome will start to take effect from early next financial year.
		Proportion of people who use services who say that those services have made them feel safe and secure	Oct-15	2013/14 Slough 82.4% SE: 79.7% England: 79.1%	80% - 90%	2014/15 Slough: 81.3% SE: 85.5% England: 84.5%	↓	Green	The Adults Social Care Outcomes Framework (ASCOF) is an annual survey of people who use services. The data for outcome 4B is used to drawn from this survey. There was a slight drop in Slough in the proportion of people who use services who say that those services have made them feel safe and secure from 82.4% in 2013/14 to 81.3% for 2014/15 and is also below the SE and England averages for 85.5% and 84.5%.

#### Using Resources Wisely

#### Outcome 7: The council's income and the value of its assets will be maximised

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.1	Increase the collection rates of Council Tax and Business Rates	Council Tax in year collection rate (%)	Jan-16	96.0% [2014/15] 94.8% [2013/14] 95.3% [2012/13]	96.60%	April to Dec 2015 84.33%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at December 2015 is 0.78% above the rate for the same period from the previous year, and is on track for 2015-16 at 0.33% above the profile.
		Business Rates in year collection rate (%)	Jan-16	96.8% [2014/15] 96.2% [2013/14] 94.9% [2012/13]	96.70%	April to Dec 2015 81.72%	↑	Green	The current collection rate is cumulative and will grow as the year goes by. The collection rate as at December 2015 is 0.96% below the rate for the same period from the previous year and is 1% below the profile to achieve the target in 2015-16. The collection rate will fluctuate month on month and this is the first month that the figures are below the profile. This is because we are carrying a large amount of credit while awaiting a number of splits from the VOA. The money is already with the council and once the split is received from the VOA the collection rate will be back on track (the credit without a corresponding debit cannot be taken into consideration in the calculation).
7.2	Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable	Treasury Management return (%)	Jul-15	1.94% [2014/15]	1%	As at June 2015 2.13%	↑	Green	Slough is the tenth best performer in the country for treasury management with an average return of above 2.13% as at 30/06/2015.
7.3	Remove subsidies where appropriate and maximise revenue from fees and charges	Fees & charges rise at least in line with inflation			CPI+	n/a		n/a	To be updated annually in February.
7.4	Maximise income from investment properties	Commercial Rent arrears reduction (%)	Jan-16	As at 31/03/2015 £81,851	20% reduction	As at 31/12/2015 £25,553	↑	Green	The actual performance is a reduction of 68% in the period to December 2015.
7.5	Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options	Capital disposals of over £16m over life of MTFS	Jan-16		£16m	£0 to date	↔	Amber	Whilst no income has been generated to date via capital receipts and/or profit share, this is the anticipated position. The figure of £16m will be received through a combination of Ledgers Road, Wexham Nursery, Montem, Slough Basin and the old Library.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
7.6	Rationalise the operational property estate, through disposals and shared use	Reduction in corporate building space (%)	Jan-16		£1.4m reduction by 31/03/2019	£70,000 or 5% of overall target	↔	Red	This indicator is linked to Asset Challenge/ Corporate Landlord work streams and seeks to reduce overall property costs by £1.4m by 31/3/19. To date circa £70k pa has been saved by re-profiling costs at LMP (0.5% of target). Work is ongoing to bring YOT back into SMP (saving of circa £100,000), relocate the Registrar to the Curve (saving TBC, but potentially drawn from savings in centre property costs of £112,000 pa), co-locate a GP practice into Britwell hub (saving £130,000 per annum), co-locating the CDA at Orchard YCC (saving of West Wing property costs of circa £40,000), and disposal of Thomas Grey Centre (circa £30,000 per annum). Subject to the above, this indicator will come on target within 18 months.
7.7	Maximise savings from procurement, commissioning and contract management	Targeted reduction in new procurements of 30%			30% reduction			n/a	To be confirmed at year end.
7.8	Ensure a revolutionised approach to household waste collection is in place	The percentage of household waste sent for reuse, recycling or composting	Jan-16	29.1% [2014-15] 29.4% [2013-14] 29.9% [2012-13] 30.7% [2011-12]	Increase to 45% by 2018	28.3% [year to Sept 2015]	↔	Amber	Oct to Sept 2015 results of 28.3% shows a small reduction on 2014-15 levels (29.1%). In total, 51,246 tonnes of household waste was collected of which 14,503 tonnes was sent for recycling, reuse or composting during October to September 2015. Ongoing reduction in the amount of waste recycled through red bin wheeled kerbside service to be addressed through new collection service as rendered through Waste Strategy 2015-2030. The decline is very gradual. Data is available on a quarterly basis only (some months in arrears), and is subject to stringent validations by Defra and Eurostat before release.
		Percentage of municipal waste sent to landfill	Jan-16	6.2% [2014/15] 5.9% [2013-14] 9.9% [2012-13] 6.4% [2011-12]	Reduce to 0.5% by 2020	5.3% [year to Sept 2015]	↑	Green	October to September 2015 results show an outturn of 5.3% shows a small reduction on 2014/15 levels of 6.2%. In total, 59,437 tonnes of municipal waste was collected of which 3,176 tonnes was landfilled during October to September 2015. Q1 performance of 0.3% has seen best ever performance with regard to waste to landfill figures. Annual offline event in September will see figure return to higher figure.
<b>Outcome 8: The council will be a leading digital transformation organisation</b>									
Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
8.1	Use technology to redefine the way customers contact the council	Transactions completed online	Jan-16		80		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current way of setting a baseline.
		Proportion of council tax payments by direct debit	Jan-16	54.6% Sept-15 54.2% Jun-15 51.9% Mar-15	Increasing	As at Dec-15 54.7%	↑	Green	As at December 2015 54.7% of council tax payments received were made by direct debit. This is a steady increase from 51.9% in March.
		Proportion of business rate payments by direct debit	Jan-16	85.7% Sept-15 73.5% Jun-15	Increasing	As at Dec-15 87.09%	↑	Green	As at December 2015 87.09% of business rate payments received were made by either direct debit or BACS payment which is an ongoing improvement.
		Proportion of rent payments by direct debit	Jan-16	34.7% Sept-15 33.5% Jun-15	Increasing	As at Dec-15 32.05%	↓	Green	As at September 2015 34.7% of rent payments received were made by direct debit, however as at the end of December this has dropped to 32.05% - though additional DD dates have been added and more publicity has been done.
8.2	Streamline customer journeys to deliver savings	Reduction in number of face to face transactions at Landmark Place	Jan-16	Apr-Sept 2015 2.9% reduction 29,006 Customers served  60,758 visits 2014/15	2015/16 10% reduction	Apr-Dec 2015 6.82% reduction 41,713 Customers served	↑	Amber	For Q1 and Q2 of 2015/16 there was 29,006 face to face transactions at Landmark Place. This is a 2.9% reduction from quarter 1 and 2 of 2014/15 of 29,871 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. For Q1, Q2 and Q3 of 2015/16 there was 41,713 face to face transactions at Landmark Place. This is a 6.82% reduction from quarter 1, 2 and 3 of 2014/15 of 44,764 customers served. The rate of reduction is heavily dependent on the amount of correspondence issued from departments. Actions need to be agreed to facilitate channel shift and reduce number of face to face transactions as part of the overall digital programme.
		Transactional service costs will reduce through use of channel shift (%)	Jan-16		33% reduction		n/a	n/a	Indicator to be reviewed for 2016/17 as part of a fit for purpose suite of digital indicators with the development of the digital transformation programme. No current baseline.

Ref	Key Action	Outcome Measure	Date Updated	Baseline	Target	Actual	Direction of Travel	RAG Rating	Actions
		Proportion of residents signed up for self service	Jan-16	Sept-15: 5.4% 2,912 residents  Jun-15: 0.03% 1,693 residents	Increasing	As at Dec-15 7% 3,856 residents	↑	Green	This is a new service which started from April 2015. As at December 2015, 3,856 residents are signed up for self-service equating to 7% of households.
8.3	Invest in technology to enable staff to work smartly wherever they are located	Introduction of 10:6 desk ratio	Jan-16		60% of services by March 2016		n/a	Green	Report went to CMT in Dec proposing investment in IT. CMT have agreed it in principle. Working with Arvato for a recommended solution.

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME:</b>	Outcome 1: Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow and stay		<b>OUTCOME LEAD:</b>	Tracy Luck	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	06/01/2016
<i>Previous month</i>	<b>GREEN</b>	<b>GREEN</b>	<b>AMBER</b>	<b>GREEN</b>	01/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ol style="list-style-type: none"> <li>1. Establish a business inward investment and retention function.</li> <li>2. Ensure a fit for business transport infrastructure.</li> <li>3. Enable partners to support residents to develop skills to meet local employers' needs.</li> <li>4. Develop planning policies which will deliver more high value business properties to meet modern needs.</li> <li>5. Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow.</li> <li>6. Develop a more mutually beneficial relationship with Heathrow Airport.</li> <li>7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained.</li> </ol>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<p><b>1.1 Establish a business inward investment and retention function</b></p> <ul style="list-style-type: none"> <li>• Held a budget simulator consultation with local businesses at the Slough Business Community Partnership Meeting.</li> <li>• Met with Heathrow Business Group to discuss feedback on the business summit. Attendance was up by 57% and planning for the 2016 event is underway. Discussions have already taken place with Procurement AD, and we plan to attend in 2016 as a buyer as well as a stakeholder for increased business engagement. We have also discussed the potential of apprenticeships in procurement contracts.</li> <li>• Compensation package developed to mitigate against the Hex depot.</li> <li>• Terms of Reference and membership list developed for Town Centre Partnership. Recruitment of new members is in progress.</li> </ul> <p><b>1.2 Ensure a fit for business transport infrastructure</b></p> <ul style="list-style-type: none"> <li>• TM plans for A355 agreed in principle with HE and RBWM, start date 31<sup>st</sup> Jan '16, delivery programme agreed for all schemes.</li> <li>• Park Mark photo shoot for Councils town centre car parks.</li> <li>• Bike Hire docking station operational at the Bath Road Retail Park.</li> <li>• Increase in Cycle Hub registrations.</li> <li>• Implementation of MOVA at Dover Road/A4 junction.</li> </ul> <p><b>1.3 Enable partners to support residents to develop skills to meet local employers' needs</b></p> <ul style="list-style-type: none"> <li>• 150 job clubs, 500 IAG interviews and 4 Influencer events (delivered annually). Job clubs entail that unemployed residents are offered IAG on appropriate support with seeking work and learning to be able to actively participate in the local job market.</li> <li>• Delivery of 3 business academies, delivering networking events and supporting a minimum of 10 entrepreneurs setting up a business (Annual figures).</li> <li>• Number of learners referred to ICT, ESOL, functional skills and employability courses: 300 in 14/15. Number of qualifications gained: 71.</li> </ul> <p><b>1.4 Develop planning policies which will deliver more high value business properties to meet modern needs</b></p> <ul style="list-style-type: none"> <li>• Nothing to report.</li> </ul>					

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

**1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow**

- Detail design commissioned for Burnham Station road network.
- Saturn modelling complete on WRAtH.

**1.6 Develop a more mutually beneficial relationship with Heathrow Airport**

- Air Quality funding agreed with HAL invoice for works to be issued.
- Employment training agreed to be invoiced.

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

- Nothing to Report.

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

**1.1 Establish a business inward investment and retention function**

- Meeting scheduled with Business Magazine to plan a Slough feature in March.
- Standards testing against planning and building control for Smart Cities – shared success with Sanjay Dhuna.
- HEx depot – HS2 Select Committee appearance set for January 2016.
- Town Centre Partnership meeting scheduled for 20<sup>th</sup> January 2016.

**1.2 Ensure a fit for business transport infrastructure**

- Contract signed by B. Beatty.
- Consultation on traffic sensitive streets to reduce delays on key roads around the borough.

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

- January 2016: Elevate event for hard to reach young people e.g. YOT background 'Get Into Line Painting for Roads' in collaboration with local employer Wilson and Scott; Ways into Work and RBWM Elevate.
- January 2016: Elevate Super Employability event for young people linked to work experience opportunities with local employer LeasePlan.

**1.4 Develop planning policies which will deliver more high value business properties to meet modern needs**

- Carrying out a Call for Sites exercise in January which will ask developers and landowners to come forward with any employment sites that they may have.

**1.5 Agree a coordinated plan to maximise the benefits of Cross Rail and Western Rail Access to Heathrow**

- O&S 3 month report on Burnham experiment.
- Concept design to be completed for Langley Station.

**1.6 Develop a more mutually beneficial relationship with Heathrow Airport**

- Seek funding for EV car charging at Heathrow car parks.
- Submit bid to HAL for Bike Hire docking stations.

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

- Nothing to report.

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

(the main headings from the more detailed Risk Register for this 5YP outcome)

**Red / Amber / Green**

LTB approval not granted for Burnham Station – Business case withdrawn to be submitted for approval for March approval.

Amber

Delays to works due to contract for Major schemes – Legal have appointed external solicitors to complete contracts.

Green



**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME 2:</b> There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough			<b>OUTCOME LEAD</b>	Neil Aves		
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report	
<b>Current</b> period	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	31/12/2015	
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	30/11/2015	
Project start date:	April 2015		Anticipated Project end date:	April 2020		
<b>Key actions</b>						
<ul style="list-style-type: none"> <li>Higher quality private sector housing will be a valued housing option and will reduce long term health problems.</li> <li>Make best use of existing local authority housing stock to meet housing need.</li> <li>Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need.</li> <li>Make better use of land including using opportunities for new high quality, family and high density residential developments through the Local Plan.</li> <li>Prevent homelessness where possible through early intervention and using a range of housing options.</li> </ul>						
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>						
<ul style="list-style-type: none"> <li>78 tenants at T&amp;A re-housed to alternative accommodation.</li> <li>5 tenants at T&amp;A currently have offers of alternative housing.</li> <li>10 offers issued to T&amp;A leaseholders.</li> <li>54 Bed-spaces regulated in Private Rented sector.</li> <li>21 Private Sector households given energy efficiency advice.</li> <li>2 HMO's served with prohibition order (overcrowding).</li> <li>Works completed in default to provide heating &amp; hot water for family over Christmas.</li> <li>20 under-occupying tenants moved since 01/04/2015 – releasing 30 bedrooms.</li> <li>10 of the moves were within the review period.</li> <li>Total of 92 applicants on the TIS scheme, 39 in the review period.</li> <li>Housing Stock Information request submitted to DCLG.</li> </ul>						
<b>Key activities / milestones <i>scheduled</i> for next period:</b>						
<ul style="list-style-type: none"> <li>Comprehensive training framework agreement to be concluded.</li> <li>Commission Flare review.</li> </ul>						
<b>Key issues of risk / obstacles to progress:</b>						
(the main headings from the more detailed Risk Register for this project)				<b>Red / Amber / Green</b>		
Increased PS market rent levels rendering the sector inaccessible to households on benefits.			R	A	A	
Exponential growth in homelessness due to welfare reform and demand for private sector accommodation.				A	A	A
Lack of HRA investment funding for new build following Emergency Budget plans to impose 4% rent reduction.				A	A	A
Increase in construction costs rendering small and infill site development non-viable.					A	A
Staff vacancy rate and inability to recruit to undertake housing regulation functions.	R	R	R			
Legislation and CLG guidance on site viability undermining S106 negotiations for provision of affordable housing.		R	R	A		
Planning policy weakened by results of SMA and UCS identifying requirement for step change in housing delivery rates.				A	A	A
National delays in providing clarity on RTB extension, Pay to Stay, compulsory sale prevent scheme development for affordable housing leading to delays.				A	A	A

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME:</b>	Outcome 3: The centre of Slough will be vibrant, providing business, living, and cultural opportunities		<b>OUTCOME LEAD:</b>	Joe Carter	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>	07/01/2016
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER</b>	<b>GREEN</b>	01/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Create a VISION for the Centre of the Town.</li> <li>• Define and establish the Centre of the Town as a destination.</li> <li>• Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space.</li> <li>• Understand through consultation and intelligence, the current and future needs and expectations of the High Street.</li> <li>• Cultivate a vibrant town centre.</li> <li>• Expand the evening economy.</li> <li>• Deliver a One Public Estate Strategy.</li> <li>• Ensure the Curve continues to be operationally successful.</li> <li>• Make ‘Slough the place of innovation’.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Reports on two LEP feasibility reports completed SWiFT and Stoke Road.</li> <li>• Delivery programme for Major schemes submitted, works to start end of Jan.</li> <li>• Bike Hire Bath Road Retail Park operational with new bikes.</li> <li>• Second draft of vision document video completed.</li> <li>• Town Centre Partnership established.</li> <li>• First Town Centre Partnership meeting held on 10<sup>th</sup> November 2016.</li> <li>• Effective Liaison with Criterion Capital.</li> <li>• Terms of Reference and membership list developed.</li> <li>• Recruitment of new members in progress (Steakout, Barclays and Starbucks confirmed joining the Group).</li> <li>• Marketing collateral to promote Town Centre Partnership meeting produced.</li> <li>• Business engagement activities commenced.</li> <li>• Town centre strategy and action plan under development.</li> <li>• Commenced investigation for Digital High Street – met with Open Advertising to discuss text service and app development.</li> <li>• Building partnership with the Slough Consortium to design and delivery a package of arts projects for the centre of Slough to attract visitors and shoppers into the town centre.</li> <li>• Town Centre Manager joined steering groups facilitated and supported by Thames Valley Police (Pub Watch, South Sector Tasking Group) as a member.</li> <li>• Town Centre Manger attended Slough Town Against Crime.</li> <li>• Reduce physical neglect.</li> <li>• Improve perceptions of the town.</li> <li>• Collaborative working with developers to realise actual improvements.</li> <li>• Work with Highways Dept to improve the appearance of new highway projects. (See Public Realm Document for details).</li> <li>• Use Canal Basin, Montem Lane and Central Library sites as high profile exemplar projects.</li> <li>• Sets a context for SUR developments.</li> <li>• Practical and cheap ways to commence the project and achieve impact.</li> <li>• Project teams briefed to raise the standard on exemplar schemes.</li> </ul>					

## Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015

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

- Identify new LEP schemes.
- SSE instruction to evaluate detail costing for lowering pylons at the Canal Basin site.
- Town Centre Partnership meeting scheduled for 20<sup>th</sup> January 2016.
- To conduct recruitment of new members (meetings set up with Slough CVS, Slough Museum).
- To devise questions for visitor satisfaction survey – residents, town centre users and visitors from further afield and liaise with relevant SBC teams for input (including Transport, Highways, Planning and Active Communities & Participation).
- To develop Digital High Street – To set up meeting with MoLo Rewards supplier and other Town App suppliers. Also identify advantage card provider, costs and developmental work required from other local authorities. To set up meetings with RBWM and Greenwich to discuss their cards.
- To explore advantage card for town centre and MoLo rewards App.
- To agree town centre communication and business engagement plan as part of town centre strategy and action plan.
- To undertake business engagement activities.
- To build links with relevant groups and organisations (meeting with SHOC).
- Plan public realm into SUR developments.
- Liaise with other developers on Heart of Slough major developments.
- Create a list of quick & cheap wins.
- Empower, instruct and motivate SBC 'on the ground' employees to implement improvements. e.g. daily removal of fly posting.
- Agreement from senior officers to progress these proposals.
- Implementation.

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

(the main headings from the more detailed Risk Register for this 5YP outcome)

	Red / Amber / Green
Resource allocation.	AMBER
Budget identification.	AMBER

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN: OUTCOME 4</b> Slough will be one of the safest places in the Thames Valley			<b>OUTCOME LEAD</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	07/01/2016
<i>Previous month</i>	<b>GREEN</b>	<b>AMBER</b>	<b>AMBER/GREEN</b>	<b>AMBER/GREEN</b>	07/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Reduce total crime, specifically high volume and serious crimes against the person.</li> <li>• Focus on: alcohol as a contributory factor and Domestic Abuse.</li> <li>• Promote and publicise the safety of Slough, including for businesses in the town.</li> <li>• Focus on Burglary.</li> <li>• Focus on responding to ASB casework and Environmental ASB through enforcement and design.</li> <li>• Deliver the partnership action plan to respond to violent extremism.</li> <li>• Raise awareness of the Channel programme and how to make referrals.</li> </ul> <p>Oversee and agree with partners delivery of key actions/activities and milestones to focus resources upon priorities, and where necessary emerging issues of concern for Slough. These will be closely linked to:</p> <ul style="list-style-type: none"> <li>• Safer Slough Partnership priorities based upon the SSP Strategic Assessment.</li> <li>• ASB Implementation Outcomes.</li> <li>• Community Cohesion Strategy.</li> <li>• Preventing Violent Extremism Action Plan.</li> </ul> <p>Reporting to where possible reflect existing mechanisms e.g. SSP.</p>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Domestic Abuse Strategic Meeting 8<sup>th</sup> December. Group now disbanded remit to complete and role to be taken up by main SSP group. Close down review.</li> <li>• DA IDVA contract close down being managed.</li> <li>• Successful bid to DCLG £44,380.00 for Domestic Abuse project– Aisha to manage the delivery of the project.</li> <li>• WRAP – 2 sessions held in December; total no of sessions in 2015 to 35, 580 staff trained.</li> <li>• Home Office Prevent Coordinators meeting 08/12 attended; an increase in referrals of vulnerable individuals due to the outreach work carried out by Prevent Coordinators nationally, including Slough.</li> <li>• A number of Prevent Awareness and WRAP sessions planned in schools took place, including a short input to students during morning assemblies post Paris incident.</li> <li>• Joint agency enforcement to take place concerning concealed retail sale of ‘legal highs’ (New Psychoactive Substances) in the town centre. CPN Warning letter served on premise.</li> <li>• Seized/suspended 3000 plus unsafe hoverboards: prevented sale of unsafe hoverboards via SBC intranet.</li> <li>• Traveller Incursion site in the East cleared.</li> <li>• ASB Training sessions delivered to TVP staff.</li> <li>• ASB Legislation training given to Leasehold Team.</li> <li>• Sex Workers Action Group meeting facilitated, with identified sex workers case conferenced.</li> <li>• Street Drinkers / Rough Sleepers Working Group facilitated, with identified individuals case conferenced.</li> <li>• Joint operation with Trading Standards re: selling of Spice.</li> <li>• Upton Hospital now secure from rough sleepers.</li> <li>• Extra support contact calls by Careline to customers who do not have family or personal responders over the Christmas &amp; New Year period.</li> <li>• 66 Arrests were made with the proactive assistance of CCTV; 53 Evidence Packs created for TVP.</li> </ul>					

## Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015

- Two Stryker's were deployed to address ASB issues in Colnbrook in December.
- Acorn HD stills deployments at Pippin Close, Brook Path Cippenham (others remain at Willow Close Colnbrook x 2).
- Installed two new HD (3G network) CCTV cameras (as part of CIF), one in Cippenham Lane junction with Twinches Lane and the other in Wexham Road junction with Mirrador Crescent.
- Drugs Dogs operation (financed by Licensing) with TVP on 11<sup>th</sup> December 2015 with 3 premises visited and tested.

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

- Women's Project – publicity taking place this month and then start the programme.
- Prevent Coordinator meeting with the primary schools Heads Association end of month.
- Further WRAP training.
- Installation of fencing and gating project in Crossroads Compound (Farnham Rd area) to prevent rough sleeping, drinking and general ASB.
- Development of a project with Parks to tackle ASB issues around the walled garden area of Bayliss Park.
- Community Payback workers to start activity at the Haymill Nature Reserve, part of Millie Project.
- Focus on youth related ASB issues around the new Britwell shops and housing development
- Draft ASB Policy available for initial consultation.
- Follow up operation on Legal Highs in Chalvey.
- Joint Shisha Operation with EH.
- Hotel Watch Scheme – Next meeting is mid-January 2016.
- Reports for outcome of consultations on Charitable Collections polices and new Street Trading Conditions to be prepared for Licensing Committee.
- Safeguarding Awareness Training for Drivers and Operators will be complete by late January.
- LSCB Licensing Splinter Group – Next meeting 20<sup>th</sup> January 2016.
- New CSE Awareness leaflet for businesses now developed for services such as Trading Standards, Food and Safety, HMO's, Neighbourhood Services when carrying out inspections. To be in use mid January.

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

(the main headings from the more detailed Risk Register for this project)	Red / Amber / Green
Permanent CS Partnership manager in post.	Green
Vacancies in Neighbourhood Services and capacity to deliver.	Amber
Staff attendance at WRAP training session; need to maintain momentum.	Amber
Prevent Co-ordinator in place 1 <sup>st</sup> September.	Green
CSE Co-ordinator post in place and based in Slough Children's Trust.	Green

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME:</b>	No 5: Children and young people in Slough will be healthy, resilient and have positive life chances		<b>OUTCOME LEAD:</b>	Krutika Pau	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>No 5YP update received this month due to Ofsted Inspection</b>				
<i>Previous month</i>	<b>RED</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>	05/11/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ol style="list-style-type: none"> <li>1. Develop more preventative approaches to ensure children, young people and families are safe, independent and responsible.</li> <li>2. Be one of the best providers of children's social care in the country, providing timely, purposeful support that brings safe, lasting and positive change.</li> <li>3. Ensure vulnerable children and young people are safe and feel safe.</li> <li>4. Ensure children and young people are emotionally and physically healthy.</li> <li>5. Ensure children and young people enjoy life and learning so that they are confident about the future and aspire to achieve their individual potential.</li> <li>6. Ensure children and young people with SEND and their families receive comprehensive, personalised support from childhood to adulthood.</li> <li>7. Secure sufficient school places to meet the needs of Slough residents.</li> </ol>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
•					
<b>Key issues of risk / obstacles to progress:</b>					
(the main headings from the more detailed Risk Register for this 5YP outcome)					<b>Red / Amber / Green</b>

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME:</b>	6. More people will take responsibility and manage their own health, care and support needs		<b>OUTCOME LEAD:</b>	Alan Sinclair	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	06/01/2016
<i>Previous month</i>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	<b>AMBER</b>	07/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Increase adult participation (16+) in sports and activities.</li> <li>• Increase the number of vulnerable adults who benefit from a preventative approach/service.</li> <li>• Increase the number of people benefiting from reablement/intermediate care services.</li> <li>• More vulnerable adults supported at home.</li> <li>• Increase the number of people supported by the voluntary and community sector to live independently at home.</li> <li>• Increase the number of people managing their care and support needs via a direct payment.</li> <li>• Reducing the demand on health and social care services.</li> <li>• Reducing the average spend per person in receipt of support from the council.</li> <li>• Increasing the percentage of adult social care users who have as much social contact as they would like.</li> <li>• Increase the percentage of stated outcomes achieved as part of safeguarding.</li> <li>• Increase the proportion of people who feel 'safe' as a result of the safeguarding procedure.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Better Care Funded falls service pathways agreed, new staff in post and reduction in Q3 in numbers of falls compared to baseline.</li> <li>• FallsFree4Life Service launched.</li> <li>• CAMHS transformation – 6 projects being developed.</li> <li>• Smoking cessation contract approved by Cabinet.</li> <li>• Start of new outcomes based contract with voluntary and community Direct payments support services in place.</li> <li>• Work on LD internal services options.</li> <li>• Advocacy tender.</li> <li>• Delivery of 15/16 savings and preparation for 16/17 savings.</li> <li>• 347 Re-assessments completed since April 15.</li> <li>• CHC report being finalised.</li> <li>• Preparation for implementation of asset based front door delivery – to start 8<sup>th</sup> Jan 2016.</li> <li>• Preparation of BCF plan for 16/17.</li> <li>• Health PDG review of priorities for 16/17.</li> <li>• Care group commissioning consultation period.</li> <li>• ECH business case approved by capital strategy board.</li> <li>• Carers strategy approved at Health PDG and Cabinet.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Financial impact of CSR on PH budget to be shared with MP and partners.</li> <li>• Voluntary sector contract – transition phase.</li> <li>• Savings plans in place for ASC and being monitored for 15/16 – re-assessments and CHC.</li> <li>• Report to CCG re CHC.</li> <li>• Planning for delivery of 16/17+ savings.</li> <li>• Work on systems and digital options for delivery of Care Act social care reforms.</li> <li>• LD provider service changes – testing of market for alternative delivery.</li> <li>• LD days services options developed.</li> </ul>					

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

- Supported housing options to be implemented.
- Interoperability project with CCG – tender outcome.
- Prevention plan development.
- Care group commissioning structure implementation.
- Start of new front door for ASC a part of new innovation site – start date 8<sup>th</sup> Jan.
- ASC workforce strategy development.
- BCF planning for 16/17.
- DAAT review underway and options for new accommodation.
- Adult safeguarding business plan to Slough Safeguarding Adults Board –postponed as Dec meeting rearranged to Jan 16.
- Cabinet reports presented for decision on new leisure centre, ice arena refurbishments and funding for the community sports facility phase 2.
- Langley Leisure Centre refurbishments works commence February 2016.
- Decision from Sport England on funding bids for new leisure centre and Langley Leisure Centre improvements due March 2016.

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

(the main headings from the more detailed Risk Register for this 5YP outcome)

**Red / Amber / Green**

	<b>Red / Amber / Green</b>
1. Timescale for delivery of all actions not achieved.	Amber
2. Ability to deliver the revenue savings.	Amber
3. Impact on key performance targets.	Amber
4. Key prevention services do not reduce the number of people requiring support or reducing level of needs for care support.	Amber
5. More people request support than anticipated for new responsibilities under the care act – demand for services outstrips available funding.	Amber
6. Lack of agreement of use of contingency funding in BCF from CCG.	Green
7. Management of lots of change at same time – capacity and change fatigue.	Amber
8. Management information and data.	Amber



**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME: 7 – Maximising our use of assets and income</b>			<b>OUTCOME LEAD</b>	Joseph Holmes	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
Current period	GREEN	GREEN	AMBER	GREEN	05/01/2016
Previous month	GREEN	GREEN	AMBER	GREEN	02/12/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Increase the collection rates of Council Tax and Business Rates.</li> <li>• Maximise the use of its capital resources to increase revenue savings &amp; make the capital strategy affordable.</li> <li>• Remove subsidies where appropriate and revenue from fees and charges will be maximised.</li> <li>• Maximise income from investment properties.</li> <li>• Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP).</li> <li>• Rationalise the operational property estate, through disposals and shared use.</li> <li>• Maximise savings from procurement, commissioning and contract management.</li> <li>• Ensure a revolutionised approach to household waste collection is in place.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Council Tax collection rate 0.2 below profile (expected collection rate of 96.6% in 2015-16) and is over 0.5% above the level at the same time in the previous year – a significant increase in the Council tax base has led to the drop in collection but it is expected this is caught up by year end.</li> <li>• Business Rates is above its collection profile (expected collection rate of 96.7% for 2015-16) though the overall net collectable debit is lower than budgeted.</li> <li>• Third acquisition using the Strategic Acquisition scheme.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Meeting with mortgage broker on arrangements to support the Local Authority Property Purchase scheme approved at Cabinet in September; some interest has come back from the market.</li> <li>• Protocol being developed for referring residents to access mortgage scheme.</li> <li>• Proposals to reduce the cost base of the outcome to 65% of current spend by 2019-20. Highlighting income / cost base reduction of almost 100% of the outcome 7 budget over the MTFS to Cabinet.</li> <li>• Expected proposal on improving Business Rates collection.</li> <li>• Including expect commissioning savings into commissioning cycle.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
(the main headings from the more detailed Risk Register for this project)				Red / Amber / Green	
Maximising the use of capital resources - Ability to deliver the capital programme in line with expectations of spend.				A	
Maximising savings from procurement / commissioning – Ensuring that the strategic commissioning cycle is embedded across the organisation / complied with to deliver best value.				A	
Maximising savings from procurement / commissioning – Ability to deliver savings of 30% from commissioning & ensuring an effective link to Outcome Based Budgeting.				A	

**Appendix E: Five Year Plan Outcome updates as at 31<sup>st</sup> December 2015**

<b>5 YEAR PLAN OUTCOME:</b>	No 8: The council will be a leading digital transformation organisation		<b>OUTCOME LEAD:</b>	Roger Parkin	
	Timeline	Budget	Issues & Risks	OVERALL STATUS	Date of this report
<b>Current period</b>	<b>AMBER</b>	<b>RED</b>	<b>AMBER</b>	<b>AMBER</b>	31/12/2015
<i>Previous month</i>	<b>AMBER</b>	<b>RED</b>	<b>AMBER</b>	<b>AMBER</b>	30/11/2015
Project start date:	April 2015		Anticipated Project end date:	April 2020	
<b>Key outcome plan deliverables:</b>					
<ul style="list-style-type: none"> <li>• Use technology to redefine the way customers contact the council.</li> <li>• Streamline customer journeys to deliver savings.</li> <li>• Invest in technology to enable staff to work smartly wherever they are located.</li> </ul>					
<b>Key activities completed / milestones <i>achieved</i> in this period:</b>					
<ul style="list-style-type: none"> <li>• Report on review of ICT Strategy and action plan considered and action agreed.</li> <li>• Digital transformation strategies identified and draft action plan developed.</li> <li>• Started process to combine departmental data to develop new customer insight.</li> <li>• Started detailed project planning with Planning function including creating a data schema for a refreshed Planning process.</li> <li>• Created a portfolio of council projects with digital dependencies.</li> </ul>					
<b>Key activities / milestones <i>scheduled</i> for next period:</b>					
<ul style="list-style-type: none"> <li>• Specific objectives, guiding principles, vision and high-level roadmap agreed.</li> <li>• Digital transformation plan under development for the Planning service.</li> <li>• Digital transformation plan under development for the Waste Management service.</li> <li>• ICT review action implementation to start.</li> </ul>					
<b>Key issues of risk / obstacles to progress:</b>					
<small>(the main headings from the more detailed Risk Register for this 5YP outcome)</small>					<b>Red / Amber / Green</b>
• Capital investment requirements higher than present budget allocation.					<b>Red</b>
• Lack of in house capacity to deliver transformation.					<b>Amber</b>



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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 4<sup>th</sup> February 2016

**CONTACT OFFICER:** Joseph Holmes, Assistant Director of Finance and Audit  
Roger Parkin, Strategic Director for Customer and Community Services

**(For all Enquiries)** (01753) 875411

**WARD(S):** All

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

**PROGRESS REVIEW ON THE FIVE YEAR PLAN THEME OF USING RESOURCES WISELY**

1. **Purpose of Report**

To provide an update of the theme of using resources wisely from the Five Year Plan.

2. **Recommendation**

The Overview and Scrutiny Committee is requested to take note and comment on the activity that is being delivered for the theme of using resources wisely in the Five Year Plan.

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

3.1 **Slough Joint Wellbeing Strategy Priorities**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities and cross-cutting themes as set out below.

Priorities:

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

Cross-Cutting themes:

- Civic responsibility
- Improving the image of the town

The SJWS is due to be refreshed this year and the review will be carried out in the light of the direction of the Five Year Plan.

The Five Year Plan has been developed using the evidence base of the JSNA and the Slough Story.

### 3.2 Five Year Plan Outcomes

The outcomes discussed in this report are:

- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

### 4. Other Implications

#### (a) Financial

The Five Year Plan will be used to determine the Council's spending priorities from 2016/17. This process will start during 2015/16 including by identifying in year savings.

#### (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		The Five Year Plan will provide a mechanism to make budget decisions from 2016/17.
Timetable for delivery		
Project Capacity		
Other		

#### (c) Human Rights Act and Other Legal Implications

There are no direct legal implications. The specific activity in the Five Year Plan and plans for specific outcomes may have legal implications which will be considered when required. There are no Human Rights Act Implications.

#### (d) Equalities Impact Assessment

Equality Impact Assessments will be prepared for specific actions within the plan when required.

## 5. **Supporting Information**

- 5.1 Slough Borough Council's Five Year Plan contains three themes. This report will focus on the third theme of Using Resources Wisely, which contains the two outcomes listed in paragraph 3.2.
- 5.2 In broad terms, Outcome 7 focuses on activity that attracts income for Slough Borough Council (SBC) maximises the value of its existing resources. It covers a wide range of efforts in those areas, from ensuring that collection rates of Council Tax and Business Rates are as high as possible and maximising income from investment to ensuring that internal processes such as procurement, commissioning and contract management are as efficient as possible. This will be crucial in ensuring that SBC is able to deliver services of the best possible quality to local residents despite the challenging financial position it is likely to face in coming years.
- 5.3 Outcome 8 specifically focuses on the potential for technology (and, in particular, information technology) to improve services and drive efficiencies. By providing the most effective and simplest methods for residents to interact with SBC, both the customer experience and SBC's financial position should be improved. In addition, 'smart working' will improve staff efficiency and support these efforts.
- 5.4 Each of the outcomes is led by a Director or Assistant Director and has a group of officers from the relevant services to coordinate and review implementation. Progress reports by each of the outcome leads are attached as Appendix 'A'.
- 5.5 The performance measures that indicate the success for each of these outcomes are attached in Appendix B.

## 6. **Comments of Other Committees**

None.

## 7. **Conclusion**

The activity underway in both outcomes for Using Resources Wisely will support a focused approach and ensure resources are aligned to priorities. Overall the range of activity will ensure the value of SBC's assets and staff is maximised. This, in turn, will support SBC in providing services for the local community.

## 8. **Appendices Attached**

'A' - Outcome Updates

'B' - Performance Indicators Outcome 7 and 8

## 9. **Background Papers**

Five Year Plan 2015 – 2019

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## **OUTCOME 7**

### **The Council's Income And The Value Of Its Assets Will Be Maximised**

#### **7.1 Increase the collection rates of Council Tax and Business Rates**

- Increased in year collection rate target for Council Tax of 96.6% - currently 0.3% above the profile to achieve this
- Increase in year collection rate target for Business Rates of 96.7% - showing as 1% below profile but this is due to properties being split and taken out of rating. Expected that the overall rate will be achieved.

#### **7.2 Maximise the use of its capital resources to increase revenue savings & make the capital strategy affordable**

- Robust capital appraisal process for new schemes to ensure they fit the 5YP and the majority pay back within a 10 year period where council General Fund used.
- Street-Lighting LED project delivers significant revenue savings and a successful bid to Government has reduced the capital cost down by 2/3rds
- Council's Treasury Management returns overall of over 2% - very strong performance compared to others and has delivered over a £1m of additional income per annum

#### **7.3 Remove subsidies where appropriate and revenue from fees and charges will be maximised**

- Income Generation focus as a major area in the Medium Term Financial Strategy – some proposed increases in charges for full cost recovery e.g. Business Rates court costs
- Comparative reviews have been undertaken – more progress required for 2016-17 to highlight further opportunities

#### **7.4 Maximise income from investment properties**

- The Council has set up a Strategy Asset Purchase Scheme of £25m to be utilised to purchase property for commercial returns / regenerative opportunities. So far, three properties have been purchased with over £500k p.a. of returns expected. The MTFs shows an expected £1.25m return for next year and the Asset Management service are pro-actively looking for properties.
- Commercial rent arrears have reduced by 68% during the year compared to the 20% target.

#### **7.5 Use new approaches to revenue and asset maximisation through the Subsidiary Housing Company (SHC) and Slough Regeneration Partnership (SRP)**

- Major strand of the MTFs is the use of income generation through the SRP (now Slough Urban Renewal). An expected £1.9m of income during 2016-17 plus capital receipts of over £3m
- Housing Company option being explored at present – the SUR is also seeking to progress smaller sites through the company to build these out and assist in bring revenue back to the Council.

#### **7.6 Rationalise the operational property estate, through disposals and shared use**

- Asset Challenge is highlighting a number of opportunities to increase the Council's income / reduce costs of the Council's estate to ensure more efficient use of assets. Over £200k of savings highlighted for the 2016-17 budget

#### **7.7 Maximise savings from procurement, commissioning and contract management**

- Major re-commissioning programmes being undertaken through significant contracts in the coming 12-18 months
- Review of contract management commissioned to commence in February 16 and conclude in May 16. This review will recommend the best contract management operating model and systems and processes to ensure the required quality and efficiencies identified at the procurement stage are delivered during the contract term. Additionally the recommendations of this review will ensure a consistent approach to the management of major contracts so that cash releasing and non cash releasing efficiencies can be identified and delivered through partnership working with suppliers during the contract term.

#### **7.8 Ensure a revolutionised approach to household waste collection is in place**

- Overall amounts of waste sent to landfill at lower level at 5.3% compared to 6.2% the previous year;
- New waste collection and management contract being procured during 2016 through to 2017
- Potential new services to be discussed in spring 2016 with members
- Recycling levels at 29% - ongoing minor reduction due to reducing green waste tonnages

## **OUTCOME 8 –**

### **The Council will be a leading digital transformation organisation**

We know that digital transformation wasn't fully developed in the original five year plan. Digital underpins delivery of all the other outcomes and is a key part of our overall transformation. We have appointed a Digital Transformation Manager and set up the Digital Transformation Board. We will refine the targets in the 5-year plan and define new ones. This has started with the change to the plan agreed by the Cabinet in January 2016.

A plan is emerging with 6 key strategies:

1. Combine our data and develop insight.
2. Digitally connect people, places and things.
3. Automate business processes.
4. Shift customer access channels to digital channels.
5. Get mobile and work remotely and flexibly.
6. Implement self-service for HR and L&D.

As mentioned above we know that what we included in the 2015 five year plan was under-developed and not transformational and we have plans to move the organisation forward but are reporting below on the targets set last year.

#### **2.1 Use technology to redefine the way customers contact the council**

Significant activities during the last year:

- Introduced payment kiosks in the Customer Service Centre.
- Introduced payment kiosks in Local Access Points.
- Introduced an online Direct Debit facility for Council Tax and Business Rates.
- Introduced online Council Tax and Business Rates accounts enabling citizens to register, check balances, make payment, fill in forms, send queries etc.
- Continued engagement via social media channels such as Twitter.
- Continued development and introduction of electronic forms.

Plans for the forthcoming year:

- Planning application process with online applications and automated electronic notifications.
- Design of a personalised, single web portal for all customer transactions.
- Expansion of Online facilities – e-Payment system expansion.

#### **2.2 Streamline customer journeys to deliver savings**

Significant activities during the last year:

- Introduced new systems to streamline customer enquiries.
- Introduced self-service portal for tracking bills and debts.
- Introduced online ability to set up direct debits.

Plans for the forthcoming year:

- Design of a personalised web portal (incl. online payment & single sign-on).
- Support transformation of Waste & Recycling.
- Combine data and develop a customer insight function.
- Continue implementation of Agresso which will enable staff to make the right decisions more quickly.
- Introduce a new customer relationship management system.
- Introduce new Housing Online modules – allowing many Housing-related activities to be completed online.
- Introduce multiple online facilities/portals for Adult Social Care – including completion of claims forms, viewing care plans, commissioning services, making payment.

### **2.3 Invest in technology to enable staff to work smartly wherever they are located**

Significant activities during the last year:

- Completed Phase 1 of the Accommodation Strategy (including hot desks and quiet room).
- Began rollout of new citrix desktop infrastructure/devices (igels) – quicker, more efficient user experience, removal of incompatibility issues. Latest versions of software.
- Rolled out new mobile technologies and a greater selection of mobile device options including iPads, BlackBerrys, Google Chromebooks, Surface Pros and other laptops, tokens, mobile phones etc.
- Reduced storage requirements.
- Began phased rollout of Digital Image Processing (DIP) – enabling digital ways of processing and enabling remote working.
- Introduced video conferencing facilities in meeting rooms.
- Installed wireless access points in SMP for imminent rollout of wi-fi.

Plans for the forthcoming year:

- Implement Phase 2 of the Accommodation Strategy (fewer desks, more mobile devices, further enhanced scanning facilities).
- Introduce enhanced room/desk booking software.
- Introduce a 'Bring Your Own Device' policy.
- Introduce a Staff HR Self Service – Agresso will enable electronic completion of timesheets, expenses, mileage claims, leave cards, sick forms, viewing payslips etc.
- Introduce Staff Finance Self Service – Agresso will empower staff to take control of their own budgets, report writing, requests for purchasing etc. and enable real time budget monitoring.
- Implement more self-service for HR and L&D.
- Raise the digital awareness for all staff, and develop digital leadership skills.
- Continue with improvements to the ICT infrastructure.
- Continue rollout of new desktop devices across the whole enterprise.

- Introduce a new Storage Area Network (SAN) – to enable quicker retrieval of documents and quicker processing.
- Continue rollout of staff and “guest” wifi – across SMP and The Curve (there will be the ability to scale up to other sites also).
- Start phased rollout of the Digital Mailroom – staff to receive post via electronic workflow.
- Improve back up and disaster recovery facilities.
- Introduce new secure e-mail solution (Egress) to enable secure collaboration with partners.
- Improve the learning/library technology (in The Curve).

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**Five Year Plan - Collated Outcomes**

Using Resources Wisely							
Outcome 7: The Council's income and the value of its assets will be maximised							
Ref	Key Action	Outcome Measure	Target	2015-16 outturn	Responsible Officer	Reporting Frequency	Data Source
7.1	Increase the collection rates of Council Tax and Business Rates	Council Tax in year collection rate (%)	96.60%	96% (2014 - 15): April to December 2015 84.33%	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
		Business Rates in year collection rate (%)	96.70%	96.8% (2014 - 15): April to December 2015 81.72%	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.2	Maximise the use of its capital resources to increase revenue savings & make the capital strategy	Treasury Management return (%)	1%	1.94% (2014 - 15): As at June 2015, 2.33% (last updated July 2015)	Joseph Holmes	Quarterly	Outcome 7 Qtr 1. Performance Update
7.3	Remove subsidies where appropriate and maximise revenue from fees and charges	Fees & charges rise at least in line with inflation	CPI+	n/a	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.4	Maximise income from investment properties	Commercial Rent arrears reduction (%)	20% reduction	As at 31/12/2015 £25,553	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.5	Use new approaches to revenue and asset maximisation through Slough Regeneration Partnership (SRP) and other delivery options	Capital disposals of over £16m over life of MTFS	£16m	£0 to date	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.6	Rationalise the operational property estate, through disposals and shared use	Reduction in corporate building space (%)	£1.4m reduction by 31/03/2019	£70,000 or 5% of overall target	Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.7	Maximise savings from procurement, commissioning and contract management	Targeted reduction in new procurements of 30%	30% reduction		Joseph Holmes	Quarterly	Outcome 7 Qtr 3. Performance Update
7.8	Ensure a revolutionised approach to household waste collection is in place	The percentage of household waste sent for reuse, recycling or composting	Increase to 45% by 2018	28.3% [year to Sept 2015]	Joseph Holmes	Quarterly	Outcome 7 Qtr 2. Performance Update
		Percentage of municipal waste sent to landfill	Reduce to 0.5% by 2020	5.3% [year to Sept 2015]	Joseph Holmes	Quarterly	Outcome 7 Qtr 2. Performance Update

Using Resources Wisely							
Outcome 8: The council will be a leading digital transformation organisation							
Ref	Key Action	Outcome Measure	Target	2015-16 outturn	Responsible Officer	Reporting Frequency	Data Source
8.1	Use technology to redefine the way customers contact the council	Transactions completed online	80		Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
		Proportion of council tax payments by direct debit	Increasing	As at Dec-15 54.7%	Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
		Proportion of business rate payments by direct debit	Increasing	As at Dec-15 87.09%	Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
		Proportion of rent payments by direct debit	Increasing	As at Dec-15 32.05%	Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
8.2	Streamline customer journeys to deliver savings	Reduction in number of face to face transactions at Landmark Place	2015/16 10% reduction	Apr-Dec 2015 6.82% reduction 41,713 customer served	Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
		Transactional service costs will reduce through use of channel shift (%)	33% reduction		Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
		Proportion of residents signed up for self service	Increasing	As at Dec-15 7% 3,856 residents	Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update
8.3	Invest in technology to enable staff to work smartly wherever they are located	Introduction of 10:6 desk ratio	60% of services by March 2016		Roger Parkin	Quarterly	Outcome 8 Qtr 3. Performance Update



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 4<sup>th</sup> February 2016

**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer  
**(For all Enquiries)** (01753) 875411

**WARDS:** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**OVERVIEW AND SCRUTINY COMMITTEE 2015/16 WORK PROGRAMME****1. Purpose of Report**

For the Overview and Services Committee (OSC) to discuss its current work programme.

**2. Recommendations/Proposed Action**

That the OSC note the current work programme for the 2015/16 municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, along with the four Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of the OSC also reflects the priorities of the Five Year Plan, as follows:

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

4. **Supporting Information**

4.1 The current work programme is based on the discussions of the OSC at previous meetings, looking at requests for consideration of issues from officers and issues that have been brought to the attention of Members outside of the OSC's meetings.

4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

5.1 This report is intended to provide the OSC with the opportunity to review its upcoming work programme and make any amendments it feels are required.

6. **Appendices Attached**

A - Work Programme for 2015/16 Municipal Year

7. **Background Papers**

None.

**OVERVIEW AND SCRUTINY COMMITTEE**  
**WORK PROGRAMME 2015/2016**

Meeting Date
<b>Thursday 4 February 2016</b>
<ul style="list-style-type: none"><li>• Financial and performance report – quarter 3</li><li>• Budget</li><li>• Five Year Plan – theme 3 (Using Resources Wisely)</li><li>• Environmental Services contract procurement and commissioning</li></ul>
<b>Thursday 3 March 2016</b>
<ul style="list-style-type: none"><li>• New Benefits System: Implications for local residents</li><li>• Local Asset Backed Vehicle (LABV)</li></ul>
<b>Thursday 7 April 2016</b>
<ul style="list-style-type: none"><li>• Thames Valley Police – Chief Constable</li><li>• For approval – Scrutiny Annual Report</li><li>• Analysis – final review of Burnham Station road network alterations</li><li>• Petitions – annual summary</li></ul>

To be programmed – Leisure Strategy (decision made by Cabinet January 2016)  
Transactional Services – Annual Report (July 2016)  
Burnham Station road network (July 2016)

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**MEMBERS' ATTENDANCE RECORD 2015/16**  
**OVERVIEW AND SCRUTINY COMMITTEE**

COUNCILLOR	17/06/15	09/07/15	10/09/15	12/11/15	12/01/16 (Joint meeting with ECS Panel)	20/01/16	04/02/16	03/03/16	07/04/16
Ajaib	P	P	P	P	P	Ap			
Bains	P	P	P	P* (from 6.35pm)	P	P* (from 6.56pm)			
Bal	P	P	Ap	P	Ap	Ap			
N Holledge	Ap	P	P	Ap	P	P			
Malik	P	Ap	P	P	P	P			
Nazir	P	P	P	P	P	P			
Rana	P	P	P	P	P	P			
Strutton	P	P* (from 7.22pm)	P	P	P	P			
Usmani	P	P	P	P	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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