

Date of issue: Friday, 29 November 2019

<b>MEETING:</b>	<b>AUDIT AND CORPORATE GOVERNANCE COMMITTEE</b> (Councillors Sabah (Chair), Wright (Vice Chair), Ali, Akram, D Parmar, S Parmar and Plenty)  <b>CO-OPTED INDEPENDENT MEMBERS:</b> Alan Sunderland and Iqbal Zafar  <b>PARISH COUNCIL MEMBERS:</b> Parish Councillor Brooker (Britwell) Parish Councillor Escott (Colnbrook with Poyle) Parish Councillor Ahmed (Wexham Court)  <b>INDEPENDENT PERSON</b> Dr Louis Lee
<b>DATE AND TIME:</b>	MONDAY, 9TH DECEMBER, 2019 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	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.



**JOSIE WRAGG**  
Chief Executive

**AGENDA**

**PART I**

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



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
1.	Declarations of Interest  <i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>	-	-
2.	Minutes of the Last Meeting held on 19 September 2019	1 - 6	All
<b>CORPORATE GOVERNANCE ISSUES*</b>			
3.	Schedule of Activity - Code of Conduct Complaints	To Follow	All
4.	Local Government and Social Care Ombudsman - Complaints, Findings and Recommendations	To Follow	All
<b>AUDIT ISSUES</b>			
5.	Audit and Risk Management Update Quarter 3 2019/20	7 - 28	All
6.	Risk Management Update Quarter 3 2019/20	29 - 38	All
7.	Revenue Financial Budget Monitoring Report Quarter 2 2019/20	39 - 68	All
8.	Internal Audit Progress Report Quarter 3 2019/20	69 - 98	All
9.	External Audit Progress Report	To Follow	All
10.	Exception reporting to Overview and Scrutiny		
11.	Forward Work Programme 2019/2020	99 - 100	All
12.	Members Attendance Record 2019/20	101 - 102	All
13.	Date of Next Meeting - 5 March 2020	-	-

\* Parish Councillors are invited to attend and speak on agenda items 3 and 4.

**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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. 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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**Audit and Corporate Governance Committee – Meeting held on Thursday, 19th September, 2019.**

**Present:-** Councillors Sabah (Chair), Wright (Vice-Chair), Ali (left at 7.15pm), D Parmar, S Parmar and Plenty.

Co-Opted Independent Members: Mr Sunderland and Mr Zafar.

Independent Person (Observer) Dr Lee

**Also present under Rule 30:-** Councillor Swindlehurst

**Apologies for Absence:-** Councillor Akram and Parish Councillors Brooker and Escott

**PART 1**

**15. Declarations of Interest**

None were declared.

**16. Minutes of the Last Meeting held on 30th July 2019**

In relation to Minute 3 (Audit & Risk Management Update – Quarter 1 2019/20), Mr Zafar reiterated his disagreement about the decision to close the matter regarding the Council's historic contract with Slough Enterprise Limited and asked that this be recorded.

**Resolved –** That the minutes of the meeting held on 30<sup>th</sup> July 2019 be approved as a correct record.

**17. Risk Management Update - Quarter 2 2019/20**

The Committee considered a report on the Corporate Risk Register. The register was reviewed monthly, including by the Corporate Management Team and the Audit & Risk Board.

Members discussed a number of the identified risks. It was noted that the risks arising from the 'termination of the Arvato contract' were being managed and it was anticipated that the risk would be removed following completion of the transfer on 1<sup>st</sup> November 2019. Queries were raised about the progress of implementing actions for other risks including co-ordinating responsibility for regular safety checks in properties. Assurance was provided that the relevant checks were taking place continuously and the residual risk priority was low. At the conclusion of the discussion, the Corporate Risk Register was noted.

**Resolved –** That the Quarter 2 Risk Management Update, including the Corporate Risk Register, be noted.

**18. Audit and Risk Management Update - Quarter 2 2019/20**

The Service Lead Finance updated the Committee on the progress of finalising draft internal audit reports and implementing internal audit recommendations.

The report listed six “assurance” internal audits that remained in draft at 31<sup>st</sup> August, however, the Officer confirmed that a further two – Council Buy-Back and Fire Safety – had been finalised since the report was published. The Whistleblowing audit was also due to be finalised imminently. A Member queried the reasons for the delay in finalising the other reports and these were explained in each case. Internal audit and management sought to take time to refine the recommendations to ensure they were realistic and would achieve the desired outcome. It was also noted that the schools audits were signed off by them and auditors, therefore the Council could not directly control the timescales.

The progress of implementing actions following internal audit reports was monitored and 92% of ‘high’ and ‘medium’ risk recommendations over the past two years had either been completed or were in progress. It was noted that the implementation percentage rate was an improvement on the historic position.

Clarification was sought on the definition and process for audits with a ‘no assurance opinion’, as these were of particular concern to the Committee. It was responded that ‘no assurance’ meant that there were significant gaps in the control framework that needed to be addressed. In such cases that Committee would receive a full update of the actions in the meeting following such an audit opinion being issued and Members would want to be assured that management had taken the necessary action to address the weaknesses identified by internal audit.

The Appendices set out the progress of implementing each ‘high’ and ‘medium’ recommendation in more detail. The table had been revised to make it easier for the Committee to track the action taken. Members asked a number of questions about specific actions including several ‘medium’ actions arising from the Neighbourhood ASB Enforcement audit. It was agreed that further information would be provided on how many staff had been provided the training referred to in the report which was designed to ensure more consistent understanding and application of the policy. A question was asked about the controls and publication of data from the use of purchasing cards. The Service Lead confirmed that statements were regularly received and checked against valid expenditure and that certain expenditure, such as hotels, was blocked and would require separate approval. Information showing the use of the cards was published quarterly. At the conclusion of the discussion, the report was noted.

**Resolved** – That details of the Risk Management Update for the 2<sup>nd</sup> Quarter 2019/20 be noted.

**19. Internal Audit Progress - Quarter 2 2019/20**

The Internal Audit Assistant Manager summarised the Internal Audit Progress Report.

As noted in the previous item, two of the three draft reports from the 2018/19 Internal Audit Plan that had been in draft at the time the report was produced – Whistleblowing and Council Buy Backs – had now been finalised. The only audit from the 2018/19 plan not yet finalised was the Housing Revenue Account. In terms of the 2019/20 the Committee noted that five reports had been finalised since the previous meeting including Fire Safety and Major Infrastructure Projects. No changes were being proposed to the audit plan for the year.

Appendix A to the report summarised the key findings of audits completed where partial or no assurance reports had been issued. These were the audits on Conflicts of Interest and Cash Handling Arrangements. A Member expressed concern about the finding that the auditors had been unable to obtain declaration of interest forms for 17 of 20 senior officers and asked what action was being taken to address this weakness. It was responded that the issue was not non-compliance from individual members of staff, but it was a control issue with the process. Since the report had been issued, forms had been sent to all Service Leads to complete and compliance was already therefore significantly higher than at the time of the audit. The Agresso system would be used in future to record any interests and this would strengthen the process. As a partial assurance opinion had been issued the management actions would be included in next year's audit plan and progress would be monitored and checked. The register of Members' interest was maintained by the Monitoring Officer and published on the Council's website.

At the conclusion of the discussion, the report was noted.

**Resolved –** That the Internal Audit Progress Report be noted.

**20. External Audit Update Report**

Julie Masci, the Engagement Lead at the Council's external auditors, Grant Thornton, provided an update on the progress of the audit of the financial statements. Detailed progress was set out on pages 22 to 24 of the Supplementary Agenda.

At the previous meeting in July, the Committee had been informed that the audit had been delayed, primarily due to a shortage of a suitable experienced auditors. The Council had published its unaudited accounts by the statutory deadline of 31<sup>st</sup> July 2019. The auditors had started on site on 16<sup>th</sup> July however the delivery of the audit had been further delayed by issues with the production of working papers which had resulted in a slippage in the timetable with regards to Income and Expenditure testing. Most of the issues had been overcome and Grant Thornton were confident of completing the audit by the revised timescale and it was anticipated the audited financial statements

would be presented to the Committee for approval at the meeting in December 2019. If work progressed more quickly an extraordinary meeting could be convened to approve the statements. The update was noted.

**Resolved** – That the External Audit Update report be noted.

**21. LGA Governance Review Proposal**

The Service Lead Governance informed the Committee that one of the outcomes of the Local Government Association (LGA) Corporate Peer Challenge carried out in February 2019 was that a further governance review be carried out.

The Peer Review stated that it was satisfied that the Council's governance had become more effective following the internal review undertaken in 2018. The new review would seek to ensure that a corporate governance model of the highest standard was embedded and that further improvements to governance and behaviours was made. The process would be that the Council would carry out a self-assessment of its current governance model followed by a visit from the peer review team in December 2019.

Members asked about a number of issues including the reasons for the further review and the timetable for the self-assessment. It was responded that the Corporate Peer Review concluded that the current governance arrangements were generally 'transactional' and that whilst the policy and procedures were satisfactory more could be done to embed good practice and ensure that the culture and practices were in line with the Council's values. The report was noted.

**Resolved** – That details of the LGA Governance Review be noted.

**22. Work Programme 2019/20**

Members considered the work programme for the remainder of the following year.

A query was raised about how the Committee carried out the duty set out in the terms of reference to monitor councillors performance. It was noted that the definition of performance had historically been defined as attendance at meetings, however, it was recognised that this was narrow and did not reflect the wide range of activity undertaken by Members. It was suggested that areas such as casework and attendance at other committees, outside bodies, working groups etc could be included in future reporting. It was agreed that the Chair, Councillor Plenty and any other committee members with ideas to contribute would give further consideration to how this activity could be better reported and that a report would be provided to a future meeting.

The following items were also agreed:

- The external audit report to be added to the December 2019 meeting.



## **Audit and Corporate Governance Committee - 19.09.19**

- Report on the outcomes of the LGA Governance Review be added to the work programme for March 2020.
- It was suggested that a update on the Council's revenue position be received in December 2019, following the LGA Review of Slough Children's Service Trust's financial position.

With these additions noted, the work programme was agreed.

**Resolved** – That the Committee's Work Programme for 2019/20 be agreed, subject to the additions above.

### **23. Exception Reporting to Overview and Scrutiny Committee**

The Committee was reminded that this was a standing agenda item to provide a formal mechanism to refer relevant matters to the Overview & Scrutiny Committee. No matters were referred.

**Resolved** – That no matters be reported to the Overview & Scrutiny Committee arising from the agenda.

### **24. Members Attendance Record 2019/20**

**Resolved** – That the Members' Attendance Record 2019/20 be noted.

### **25. Date of Next Meeting - Thursday 12th December 2019**

The date of the next meeting was confirmed as 12<sup>th</sup> December 2019.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.31 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Audit & Corporate Governance Committee

**DATE:** 9<sup>th</sup> December 2019

**CONTACT OFFICER:** Neil Wilcox; Director, Finance & Resources (Section 151 Officer)

**(For all Enquiries)** (01753) 875368

**WARD(S):** All

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

**AUDIT & RISK MANAGEMENT UPDATE – QUARTER 3 2019/20**1. **Purpose of Report**

The purpose of this report is to:

- Report to Audit and Corporate Governance Committee on the progress of finalising draft Internal Audit reports
- Report to Audit and Corporate Governance on the progress of the implementation of Internal Audit recommendations

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

That the Committee comment on and note the Audit and Risk Management Update Quarter 3 2019/20.

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

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

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

The actions contained within the attached reports are designed to improve the governance of the organisation and will contribute to all of the emerging Community Strategy Priorities

**Priorities:**

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

### 3b. **Five Year Plan Outcomes**

The actions contained within this report will assist in achieving all of the five year plan outcomes

### 4. **Other Implications**

#### (a) Financial

There are no financial implications of proposed action

#### (b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>That Audit &amp; Risk Committee is requested to comment on and note the attached reports</i>	<i>This report concerns risk management across the Council</i>	

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

There are no Human Rights Act or other legal implications in this report

#### (d) Equalities Impact Assessment

There is no identified need for an EIA

### 5. **Supporting Information**

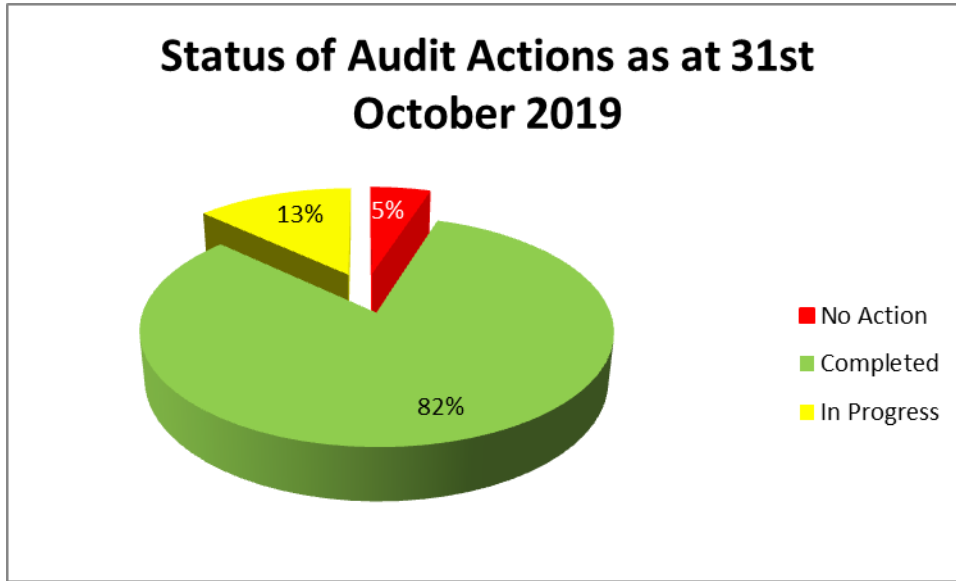
#### 5.1 **Finalising Internal Audit Reports**

5.1.1 The table below shows those “Assurance” Internal Audits that remain in draft and were to be finalised by 31<sup>st</sup> August 2019

Audit	Audit Plan Year	Audit Sponsor	Assurance Level	Date to be Finalised by	Comments
Council Tax	17/18	Neil Wilcox	Reasonable Assurance	16 <sup>th</sup> Dec 2017	With RSM Awaiting re-issue of draft
Slough Centre Nursey	19/20	Cate Duffy	Reasonable Assurance	11 <sup>th</sup> July 2019	With School to finalise

**5.2 Monitoring Management Actions**

5.2.1 The Risk and Insurance Officer regularly monitors the progress of the implementation of made following Internal Audit reports. Below is a graph that shows the percentage of High and Medium risk recommendations, from the current and two preceding audit years, that have either been implemented, are in progress, or no action has been taken.



5.2.2 Attached at Appendix 1 is a list of outstanding Medium actions that are outstanding

5.2.3 The percentage of completed actions increased to 82% from last quarters 60%

5.2.4 On a quarterly basis RSM our Internal Auditors conduct a follow up audit to review progress made by the Council to implement the previously agreed management actions.

5.2.7 Attached at Appendix 2 is a list of the “High” Recommendation Actions that remain Outstanding past the target date.

Current Position		Previous Audit Committee	
No Action	Partially Complete	No Action	Partially Complete
0	5	0	10

**6. Comments of Other Committees**

There are no comments from other Committees

**7. Conclusion**

That the Committee note details of the Audit and Risk Management Update.

**8. Appendices Attached**

- Appendix 1 – Outstanding Medium risk internal Audit actions
- Appendix 2 – Outstanding of High Rated Recommendations

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Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Asset Register	Medium	31/7/2019	Stuart Aislabie	The Principle Asset Manager will produce a work programme to ensure that all updates to assets are brought up to date. Following this, the Principal Asset Manager together with the Service Lead for Finance to ensure that the Terrier system and CIPFA asset register are updated with details of all new assets acquired by the Council as they occur.	

Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Asset Register	Medium	30/9/2019	Stuart Aislabie	<p>The Principle Asset Manager will undertake a review of the current Asset Management Procedure to clearly outlines the responsibilities of all involved departments and staff. The procedures will clearly outline:</p> <ul style="list-style-type: none"> <li>- How to identify assets;</li> <li>- Responsibility of staff in reporting new assets and disposals to the finance team, the legal team and the asset management team;</li> <li>- Documentation to be held for assets owned by the Council;</li> <li>- Timeliness and responsibility of reconciliations between the asset values in the asset register and the general ledger;</li> <li>- Timeliness and responsibilities for all involved teams within the asset revaluation process and updating of results;</li> <li>- The process for disposals and acquisitions of assets; and</li> <li>- The requirement for the Principal Asset Manager to oversee the preparation and implementation of a physical asset inspection process which will allow the Council to take assurances on the integrity of asset details maintained in asset</li> </ul>	



Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Capital Expenditure (26.18/19)	Medium	28/2/2019	Sushil Thobhani	<p>The Council will put in place a joint Capital and Procurement Business Case.</p> <p>Prior to being utilised, the new Business Case will be formally reviewed by both the PMO and Procurement team to ensure it captures all necessary information.</p> <p>Following approval, the Business Case will be made available for use via the Staff Intranet and will be used in the approval process of all capital projects.</p>	This is now part of the Gate One Transformation project
Conflicts of Interest (13.18/19)	Medium	31/10/2019	Sushil Thobhani	<p>We will ensure that any declarations made at meetings are recorded on the Slough Borough Council website and in the meeting minutes.</p> <p>In addition, we will ensure that all council members profiles are present on the Slough Borough Council website and fully up to date.to the extent notified by Members</p>	

Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Conflicts of Interest (13.18/19)	Medium	31/10/2019	Sushil Thobhani	<p>We will ensure that the six weekly reminders sent to members clarify that "Office" in the definition of disclosable pecuniary interests includes directorships which are for profit or gain and should be declared as interests on the declaration of interest form, with the website to be updated promptly where any new interests have been declared.</p> <p>As part of this, consideration will be given to amending the form to provide clarity of the declaring of directorships.</p>	
Debtors Management	Medium	31/10/2019	Barry Stratfull	<p>The Council will produce a revised Debt Recovery Policy.</p> <p>The Policy will be reviewed and approved via appropriate forums which include the Operations Board as to ensure oversight from arvato.</p> <p>The policy will be designed to provide guidance to staff chase debt in a systematic manner.</p>	<p>Target date changed to: 31/10/2019 Original target date: 30/06/2019</p>

Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Debtors Management	Medium	30/6/2019	Barry Stratfull	<p>The Accounts Receivable team will enquire with the Agresso Support Team as to how the faulty reminder run may have occurred.</p> <p>The outcomes of this enquiry will be used to provide the team with assurance that reminder runs distribute reminders to all relevant debtors.</p> <p>Following the production of a Debt Recovery Policy, the Head of Transactional Finance, will undertake monthly spot checks to confirm compliance against the stipulated debt recovery procedures.</p>	Still in progress
Governance - Overview & Scrutiny	Medium	31/10/2018	Dean Tyler	<p>As best practice, all relevant interests should be declared by Councillors at the Overview and Scrutiny Committee and recorded.</p> <p>As part of this, the Council will carry out a cost benefit analysis of the Council subscribing to a database (Tracker) which will enable the Council to check periodically if Members are failing to register relevant interests in the Register of Members' Interests or to instruct Internal Auditors to make these checks periodically and to report to the Monitoring Officer on interests not declared in the Register.</p>	Management action re-assigned to user: Dean Tyler

<b>Audit Title</b>	<b>Rating</b>	<b>Target Date</b>	<b>Person Responsible</b>	<b>Management Response</b>	<b>Update Detail</b>
Governance - Overview & Scrutiny	Medium	30/4/2019	Dean Tyler	As part of the Overview and Scrutiny Committee annual report process, the report will explicitly review the Committee's own effectiveness against the group's objectives, and this will feed into a 'Lessons learnt' action plan that will better enable the Council to review and comment on the report to provide feedback.	Management action re-assigned to user: Dean Tyler
Health and Safety	Medium	31/5/2019	Neil Wilcox	We will ensure that the Health and Safety Board are provided with oversight of the progress of actions on directorate action plans at each meeting to ensure that satisfactory progress is made, and any significant issues are promptly escalated to the Corporate Management team.	
Holy Family Catholic School	Medium	31/7/2017	Tina Tushingham	The School will ensure where a DBS check confirmation is not obtained prior to an employee start date, an appropriate risk assessment is undertaken on the employee to ensure they are fit for service.	Completed as per Tina q3 17/18 Follow up - No action taken
Holy Family Catholic School	Medium	30/9/2017	Tina Tushingham	The School will ensure annual inventory checks are taking place with any discrepancies being investigated. Those discrepancies identified over a predetermined sum will be reported to the Governing Body. To coincide with Asset Tagging.	Asset tags to be added to equipment in half term Also looking at bespoke asset register systems but this is dependent on costs

<b>Audit Title</b>	<b>Rating</b>	<b>Target Date</b>	<b>Person Responsible</b>	<b>Management Response</b>	<b>Update Detail</b>
HR Policies and Procedures	Medium	31/3/2019	Dean Tyler	The Council will formulate an overarching procedural document to inform staff on the processes for the creation, approval, review and communication of all Council policies and procedures. This will include the consultation process as part of new/reviewed policies and procedures.	Management action re-assigned to user: Dean Tyler
Information Governance	Medium	31/7/2018	Simon Pallett	The Council will ensure that the draft Digital and IT team structure is approved by the IG Board and the recruitment process is undertaken to ensure that sufficient resources are in place to appropriately oversee information governance arrangements and responsibilities per the Health and Social Care Information Centre guidance are formally assigned.	This action is still in progress
Management of Housing Stock	Medium	31/3/2017	Karen Lewis	The Tenancy Strategy and Policy will be reviewed and updated to ensure it is aligned to the strategic priorities set out within the Five Year Plan. The strategy will then be issued to CMT and Cabinet for approval, and subject to the required consultation. Once finalised, it will be updated on the Council website and then reviewed annually thereafter.	The Social Housing Green Paper was published in August 2018. Work is now underway to analyse the recommendations ahead of significant consultation with tenants, residents, partners and stakeholders as well as internal colleagues to determine the type/s o

<b>Audit Title</b>	<b>Rating</b>	<b>Target Date</b>	<b>Person Responsible</b>	<b>Management Response</b>	<b>Update Detail</b>
Neighbourhood ASB Enforcement	Medium	31/10/2017	Ian Blake	Council staff will be reminded of the need to record details of the notification on Flare within the notes for all ASB cases, to ensure a clear audit trail exists for reported ASB cases. This will be reviewed by the Resilience and Enforcement Team Assistance when assigning cases to ensure the date of notification has been accurately recorded.	Email for update
Neighbourhood ASB Enforcement	Medium	31/10/2017	Michelle Isabelle	The Policy and Fact Sheets will be re-circulated to all relevant staff, and they will be required to confirm that they have read and will comply with it. Training covering policy application will be provided to ensure consistent understanding and application.	We reviewed the ASB Policy and confirmed it adequately detailed the strategy and overarching aims of the Council with regards to managing ASB. We noted there were a total of 14 Fact Sheets which were split between 'ASB Policy and Procedure' and 'ASB Legis
Neighbourhood ASB Enforcement	Medium	31/3/2018	Ian Blake	The Council will review and update the ASB categories and types on both Capita and Flare to ensure these are aligned and reflect the categories and types defined within Fact Sheet 6 - ASB Case Management Systems. Training will subsequently be provided to Team Leaders and Officers on definitions of categories and types to ensure correct assignment and consistent application.	Email for update

<b>Audit Title</b>	<b>Rating</b>	<b>Target Date</b>	<b>Person Responsible</b>	<b>Management Response</b>	<b>Update Detail</b>
Neighbourhood ASB Enforcement	Medium	31/10/2017	Ian Blake	Team Leaders will ensure that ASB cases are reviewed monthly, and following review and approval, and subsequent dissemination of the ASB Policy, that consistent application of the policy is monitored.	email for update
Purchasing Cards	Medium	31/3/2018	Sushil Thobhani	As part of the Councils Transparency code, the Council will publish expenditure on purchase cards, broken down by merchant, on its public internet site.	Moved resp to ST

Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Rent Accounts (28.18/19)	Medium	28/2/2019	Liz Jones	<p>The Council will ensure that the weekly rental charge for void properties is stopped in a timely manner (the week of the void start date), to avoid the overcharging and subsequent requirement to refund tenants, and as part of this, evidence will be retained to demonstrate that the tenant has been signposted to all documentation that needs to be provided prior to a tenancy being ended.</p>	<p>Please see confirmation email below</p> <p>From: Bird Peter Sent: 18 March 2019 11:23 To: Jones Liz Subject: Rent Audit</p> <p>Hi Liz</p> <p>At present Housing Assistants and Officers are aware of the timely actions of ending a tenancy. However whilst we are starting to use our discretion in cases that do not completely comply with our procedures in these cases the tenancy does not always end promptly and the cancellation of the rent charges has to be backdated. Whilst the tenant does not suffer financial loss in the end there is a period where officers are not making the decision proactively.</p> <p>During April we will be running training with officers involved from notification of termination through to the sign up of properties to reinforce the process.</p>



Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
School Reviews - St Bernard's Catholic Grammar	Medium	31/3/2019	Paul Kassapain	<p>The School will send guidance to staff to ensure are aware of the desired practices upon receipt of goods that are classified as fixed assets.</p> <p>The School will also perform an exercise to ensure that all assets purchased since the last inventory check (11 April 2017) have been added to the asset register.</p> <p>Additionally, upon receipt of goods that are defined as fixed assets, the School will devise a mechanism that ensures the individual who checks the asset demonstrates when the asset had been added to the register and who by</p>	In progress of changing software.
Special Educational Needs Funding	Medium	31/12/2017	Ranvir Chahal	The Council will ensure the Local Offer is updated annually with the new SEN Information Report for all schools. In line with the above, the Governing Bodies of each school will ensure their schools are annually reviewing the SEN Information Report, and will ensure review dates for SEN funding information are clear.	
Special Educational Needs Funding	Medium	31/12/2017	Jacqueline Laver	The Council will ensure the Local Offer is updated annually with the new SEN Information Report for all schools. In line with the above, the Governing Bodies of each school will ensure their schools are annually reviewing the SEN Information Report, and will ensure review dates for SEN funding information are clear.	

<b>Audit Title</b>	<b>Rating</b>	<b>Target Date</b>	<b>Person Responsible</b>	<b>Management Response</b>	<b>Update Detail</b>
SUR	Medium	31/1/2019	Joe Carter	The Council will seek assurance that the plans have been approved by JV Partner members prior to the planning of projects. SUR will create a shared drive (restricted to relevant personnel) to enable access to legal documentation.	Email to Joe requesting status
SUR	Medium	31/12/2018	Joe Carter	The Board will ensure that at least two representatives from each Partner will attend Business Board meetings.	
Temporary Accommodation	Medium	31/10/2018	Debra Gilbert	The TA Team will obtain an up to date and accurate list of households within TA, the last date of visit and scheduled future visits and will formalise a plan to visit these households in a timely manner.	This is ongoing. We have a new Officer starting on the 10/12/2018 which will provide us with additional capacity to schedule in visits and update Capita accordingly
Voids	Medium	31/3/2019	Liz Jones	Where possible, Preinspections will be carried out prior to the tenant moving out, where notice is given with the outcomes of this recorded on the CAPITA system. the CAPITA system. Housing Officers will also ensure that an information pack will be included with the appointment letter detailing how to leave a council property and the possibility of recharges for damage or clearance of possessions. A confirmation letter following the pretermination inspection visit will be sent confirming identified reports to be completed before vacation, which will be recorded on the CAPITA system.	Target date changed to: 31/03/2019 Original target date: 31/07/2018

Audit Title	Rating	Target Date	Person Responsible	Management Response	Update Detail
Voids	Medium	31/3/2019	Trevor Costello	The Capita system will record where recharges have been made and collected to enable sufficient oversight and to enable effective management over the recharges process. The Council will receive regular reports from Osborne in order to raise notification and issue of recharges to tenants and leaseholders.	Target date changed to: 31/03/2019 Original target date: 31/07/2018

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Audit Title	Target Date	Person Responsible	Management Response	Update Date	Update Detail
Business Continuity Planning Arrangements	31/8/2016	Dean Trussler	<p>The Council will develop an overarching Business Continuity Management (BCM) Policy covering the framework for BCM in the organisation. The policy will set out;</p> <ul style="list-style-type: none"><li>•Scope, aims and objectives of BCM in the Council;</li><li>•The Council's commitment to BCM;</li><li>•The activities that will be required to deliver these; and</li><li>•Roles and responsibilities of staff in relation to BCM.</li></ul> <p>•Version control to state approval details and next planned review date.</p> <p>Once finalised, the policy will be subject to ratification by CMT and communicated to staff.</p>	22/8/2019	A policy was sent to CMT awaiting approval

Audit Title	Target Date	Person Responsible	Management Response	Update Date	Update Detail
Business Continuity Planning Arrangements	30/9/2016	Dean Trussler	<p>"The Council will establish and maintain a documented process for undertaking business impact analysis and risk assessments at Service, Directorate and Council-wide level that;</p> <ul style="list-style-type: none"> <li>• Establishes the context of the assessment and defines the criteria for evaluating the potential impact of a disruptive incident;</li> <li>• Takes into account legal and other commitments;</li> <li>• Includes systematic analysis and prioritisation of risk treatments;</li> <li>• Defines the required output from the business impact analysis and risk assessment; and</li> <li>• Specifies the requirements for this information to be kept up-to-date.</li> </ul> <p>The business impact analysis will include;</p> <ul style="list-style-type: none"> <li>• Identifying activities that support the provision of services;</li> <li>• Assessing the impacts over time of not performing these activities;</li> <li>• Setting prioritised timeframes for resuming these activities at a specified minimum acceptable level (RTO - Recovery Time Objective), taking into consideration the time within which the impacts of not resuming them would become unacceptable (MTPD - Maximum Tolerable Period of Disruption); and</li> <li>• Identifying dependencies and supporting resources for these activities, including suppliers and outsource partners.</li> </ul> <p>The risk assessment will include;</p> <ul style="list-style-type: none"> <li>• Identifying risks of disruption to the Council's prioritised activities and the processes, systems and resources that support them;</li> <li>• Systematically analysing risks in line with the Council's risk management methodology;</li> <li>• Evaluating which risks require treatment/mitigation: and</li> </ul>	22/8/2019	A policy was sent to CMT awaiting approval

Audit Title	Target Date	Person Responsible	Management Response	Update Date	Update Detail
Business Continuity Planning Arrangements	31/3/2018	Dean Trussler	<p>"A formal group will be established to oversee the Council's business continuity agenda. The group's remit will be defined within Terms of Reference which will include;</p> <ul style="list-style-type: none"> <li>• Responsibilities;</li> <li>• Membership and quoracy;</li> <li>• Meeting frequency; and</li> <li>• Accountability and reporting.</li> </ul> <p>"</p>	3/7/2019	Management action re-assigned to user: Dean Trussler
Conflicts of Interest (13.18/19)	31/10/2019	Surjit Nagra	<p>We will ensure that an exercise is undertaken to update the declaration of interests forms for staff and this process will be repeated on an annual basis.</p> <p>In addition, we will ensure that staff declaration of interest forms are held in an electronic file for each individual to facilitate prompt access where required.</p>		

Audit Title	Target Date	Person Responsible	Management Response	Update Date	Update Detail
Creditors	30/6/2019	Simon Pallett	<p>The Council will implement an amendment tracker, which details the following:</p> <ul style="list-style-type: none"> <li>•The supplier;</li> <li>•The date on which an amendment was requested;</li> <li>•The individual requesting the amendment;</li> <li>•The method of contact (requesting the amendment);</li> <li>•The date on which verification checks were undertaken;</li> <li>•The method of verification check and individual responsible;</li> <li>•The details of the amendment (including type and date of); and</li> <li>•The individuals responsible for amending the account and checking the amendment entry.</li> </ul> <p>All relevant staff will be informed of the method for the recording of supplier details amendments. The tracker will be made accessible to all relevant staff.</p>	7/11/2019	SP advised that now arvato are back in house this action will now be implemented



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Audit & Corporate Governance

**DATE:** 9<sup>th</sup> December 2019

**CONTACT OFFICER:** Neil Wilcox; Director, Finance & Resources (Section 151 Officer)

**(For all Enquiries)** (01753) 875368

**WARD(S):** All

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

**RISK MANAGEMENT UPDATE - QUARTER 3 2019/20**1. **Purpose of Report**

The purpose of this report is to provide Audit and Corporate Governance Committee with the opportunity to comment on the Corporate Risk Register.

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

That the Committee comment on and note details of the Corporate Risk Register.

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

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

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

The actions contained within the attached reports are designed to improve the governance of the organisation and will contribute to all of the emerging Community Strategy Priorities

**Priorities:**

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

3b. **Five Year Plan Outcomes**

The actions contained within this report will assist in achieving all of the five year plan outcomes

4. **Other Implications**

(a) Financial

There are no financial implications of proposed action

(b) Risk Management

<i>Recommendation</i>	<i>Risk/Threat/Opportunity</i>	<i>Mitigation(s)</i>
<i>That Audit &amp; Risk Committee is requested to comment on and note the attached reports</i>	<i>This report concerns risk management across the Council</i>	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications in this report

(d) Equalities Impact Assessment

There is no identified need for an EIA

5. **Supporting Information**

5.1 **Corporate Risk Register**

5.1.1 The Corporate Risk Register as attached at Appendix 1 was reviewed and updated by Corporate Management Team on the 27<sup>th</sup> November 2019.

6. **Comments of Other Committees**

There are no comments from other Committees.

7. **Conclusion**

Members are requested to note details of the Corporate Risk Register.

8. **Appendices Attached**

Appendix 1 – Corporate Risk Register

9. **Background Papers**

None




# Appendix 1 - SBC Corporate Risk Register

<b>Report Date</b>	28 Nov 2019
<b>Risk Status</b>	Open
<b>Comparison Date</b>	In the past 3 Month(s)
<b>Risk Level</b>	
<b>Control Status</b>	Existing
<b>Action Status</b>	Outstanding




# SBC Corporate Risk Register

All 5 year plan outcomes									
Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
CR 8	Ensuring the effectiveness of resilience plans/continuity plans for key locations and services.	Dean Trussler	<p><b>Description</b> The Council's business continuity plan was last reviewed in 2013. The internal audit report in 2016 would provide no assurance that adequate controls are in place. The BCP has not been tested through desk top or simulation exercises.</p> <p><b>Consequence</b> Failure to have an up to date BCP places the Council at risk of being unable to continue its business should a serious event cause</p>	<p>I = 4 L = 6 24</p> <p>=</p> <p>=</p>	Dedicated Business Continuity Officer	<p>I = 4 L = 3 12</p> <p>↓</p>	To conclude the delivery programme for implementing Business Continuity Management throughout the authority	<p>I = 2 L = 3 6</p> <p>=</p> <p>=</p>	Reviewed at CMT 27/11/2019
					External assistance to help develop the plan		<p><b>Person Responsible:</b> Dean Trussler</p> <p><b>To be implemented by:</b> 31 Jul 2019</p>		
					There is a documented process for undertaking business impact analysis and risk assessments at Service, Directorate and Council-wide level		<p>Training for managers is booked for Dec, Jan, Feb. Awaiting to get e learning package online.</p> <p><b>Person Responsible:</b> Dean Trussler</p> <p><b>To be implemented by:</b> 31 Jul 2019</p>		




## SBC Corporate Risk Register

All 5 year plan outcomes									
Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
C&C 10	Termination of arvato contract	Neil Wilcox	<p><b>Description</b> The Council leadership have decided to terminate the contract with arvato w.e.f. 1st Nov 2019. and bring the services back in house.</p> <p>The original termination date of the contract was 2022.</p> <p>The Council now has to TUPE staff back into the council and set up appropriate management structures.</p> <p><b>Consequence</b> Reduction in income collection arvato indifference to fulfilling the terms of the existing contract. Late payment to creditors Halting of various ICT projects with impacts on other major projects Opportunity to reshape the delivery of key inward and outward facing services Damage to reputation</p>	<p>I = 4 L = 5 20</p> 	Council-wide arvato group set up	<p>I = 3 L = 3 9</p> 	<p>Conclude Commercial discussions with arvato. This will then remove this risk</p> <p><b>Person Responsible:</b> Neil Wilcox</p> <p><b>To be implemented by:</b> 01 Apr 2020</p>	<p>I = 3 L = 3 9</p> 	Reviewed at CMT 27/11/2019
					Internal Governance set up				
					Project group set up				
					RAID log jointly managed				
					Strategic Meetings every month to ensure business as usual				




# SBC Corporate Risk Register

All 5 year plan outcomes									
Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
F&A 27	Failure to ensure financial sustainability.	Neil Wilcox	<p><b>Description</b> The revenue support grant is declining whilst the population in the Borough is growing. In addition there is an increasing demand for the Council's Services. Efficiency savings still need to be made to reduce expenditure, whilst the financial sustainability of the Council in the longer term is reliant on increased levels of income being generated by attracting new businesses to the area. There is limited ability to increase income due to uncertainties over BREXIT and the impact this may have on the Council's ability to raise income.</p> <p>Slough Childrens Services Trust is reporting a..</p> <p><b>Consequence</b> Failures or delays in the Slough Urban Regeneration programme is likely to produce an extended period of lower than expected income which will in turn impact the quality of services that can be delivered and result in a failure to meet the corporate objectives. Failures or delays in the Slough Urban Regeneration programme is likely to produce an extended period of lower than expected income which will in turn impact the quality of services that can be delivered and result in a failure to meet the corporate objectives. Reputational Damage</p>	<p>I = 4 L = 5 20</p> 	<p>Assessment of the impact of Brexit on Council finances</p> <p>Budget Monitoring Reports to Members, Corporate Management Team, Departmental Management Teams</p> <p>Discussions with DfE/Ministry for H,C&amp;LG</p> <p>External experts used to carry out financial analysis. 5 Year Plan in place</p> <p>Medium term financial strategy</p> <p>Monthly reporting to of SCST position to CMT</p>	<p>I = 4 L = 3 12</p> 	<p>On-going system of budget monitoring by accountants with DMT's</p> <p><b>Person Responsible:</b> Barry Stratfull</p> <p><b>To be implemented by:</b> 31 Mar 2020</p> <p>Medium Term Financial Strategy is produced each year</p> <p><b>Person Responsible:</b> Barry Stratfull</p> <p><b>To be implemented by:</b> 31 Mar 2020</p>	<p>I = 4 L = 2 8</p> 	Reviewed at CMT 27/11/2019

# SBC Corporate Risk Register

All 5 year plan outcomes									
Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
Gov 2	Ensuring the Council's internal control environment is fit for future.	Neil Wilcox	<p><b>Description</b> Continued changes in personnel / vacancy / service change have resulted in loss of corporate memory and deterioration in the control framework including adherence with policy, systems, process and procedures. This can result in decisions being made without a firm policy footing or decisions being made often late or without sufficient due process etc. This is applicable to both officers and members.</p> <p>The Council is therefore at greater risk of being challenged or making a poor decision with sub optimal outcomes.</p>	<p>I = 3 L = 5 15</p> 	Policy review mapped	<p>I = 3 L = 3 9</p> 	LGA Governance Review	<p>I = 2 L = 2 4</p> 	Reviewed at CMT 27/11/2019
					Reviewed Code of Conduct for 2018		<b>Person Responsible:</b> Sushil Thobhani		
					Reviewed Constitution		<b>To be implemented by:</b> 31 Mar 2020		
					RSM Internal Audit provides assurance Implementation of Agresso has increased controls		on-going review of HR policies <b>Person Responsible:</b> Surjit Nagra		
					Updated financial procedure rules		<b>To be implemented by:</b> 31 Mar 2020		
	There is an on-going action of annual reviewing the Constitution <b>Person Responsible:</b> Sushil Thobhani <b>To be implemented by:</b> 31 May 2020								

# SBC Corporate Risk Register

Our residents will have access to good quality homes									
Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
78	Health & Safety in Properties	Richard West	<p><b>Description</b> if Properties are not being checked e.g. Gas Certs etc., then there could be a detrimental effect to the department as well as the organisation.</p> <p>Currently in the process of checking/inspecting safety risks of buildings. May be a high risk of fires as we SBC are still investigating.</p> <p><b>Consequence</b> Reputational damage Injury to clients/users</p>	I = 4 L = 2 8  	<p>Ensure that regular safety risks are being conducted and that we are liaising with the correct departments. Also monitoring this regularly and putting the customers first if there are any safety issues. Making sure that we understand the procedure and that it is consistent when dealing with Emergency Planning.</p> <p>Having a dedicated Supply Manager/Property Acquisitions who will be responsible to these checks. They will conduct checks on a regular basis.</p>	I = 2 L = 2 4  	<p>Coordinate whose responsibility it is to conduct these checks - and follow up</p> <p><b>Person Responsible:</b> Colin Moone</p> <p><b>To be implemented by:</b> 31 Jul 2019</p>	I = 2 L = 1 2  	Reviewed at CMT 27/11/2019 Risk description needs to be expanded



# SBC Corporate Risk Register

**Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents**

Risk Ref	Risk Title	Risk Owner	Description & Consequence	Inherent Risk Priority	Risk Control	Residual Risk Priority	Action Required	Target Risk Priority	Last Review Comments
D&SIT 1	information Governance and GDPR	Simon Pallett	<p><b>Description</b>                      GDPR came in May 2018. .</p> <p>There needs to be a corporate and local response to the implementation of GDPR</p> <p>The section that deal with Information Governance lacks resource</p> <p>As the "go-live" date for GDPR approaches this has meant that workers who understand GDPR and how to mitigate the effects are becoming more valuable to all sectors, making it harder to fill posts with responsibility for GDPR</p> <p><b>Consequence</b>                      If there is not an adequate response to GDPR there is a chance that there may fines, criticism from the information Commissioner</p> <p>Damage to reputations</p> <p>Civil Claims for damages</p>	I = 3 L = 4 12 = =	<p>Initial data mapping completed by RSM</p> <p>The Corporate Addendum has been accepted.</p> <p>Vacant post being temporarily ocovered</p>	I = 3 L = 3 9 = =	<p>advertise Data Protection officer post</p> <p><b>Person Responsible:</b>                      Simon Pallett</p> <p><b>To be implemented by:</b> 31 Oct 2019</p>	I = 3 L = 2 6 = =	Reviewed at CMT 27/11/2019

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**REPORT TO:** Audit and Corporate Governance Committee

**DATE:** 9<sup>th</sup> December 2019

**CONTACT OFFICER:** Neil Wilcox: Director of Finance & Resources (Section 151 Officer)

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

**WARD(S):** All

**PART I**  
**FOR INFORMATION**

**REVENUE FINANCIAL BUDGET MONITORING REPORT – 2019-20 (QUARTER 2 APRIL TO SEPTEMBER 2019)**

**1 Purpose of Report**

This report provides the Committee with an update on the financial position of the Council's revenue account to the end of the second quarter (April to September 2019) of the 2019-20 financial year.

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

The Committee is requested to note:

- a) That the reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the second quarter of the year be noted;
- b) That the management actions being undertaken by officers, and the progress made to date, to reduce the budget pressures be noted;
- c) That the potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections, be noted;
- d) That the virements and write offs as requested in Section 9 and 10 be noted.

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

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of 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	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	No additional actions post budget setting	None
Equalities Issues	Any equality issues were considered as part of the budget setting process and EIA's were produced where appropriate. An EIA will be produced where required during the financial year.	N/A
Community Support	N/A	N/A
Communications	Officers at SBC have been liaising with DfE, SCST and LGA Officials regarding the current SCST financial position and its potential impact on SBC.	N/A
Community Safety	N/A	N/A
Financial	The financial risks to the Council, if there is an overspend at year end, are clearly set-out within the report.	This monitoring report covers the second quarter of the 19/20 financial year and presents end of financial year projections. Decisions taken by SBC now will have a positive impact on the actual end of year financial position.
Timetable for delivery	The Council is required to set a balanced 2020/21 revenue budget at a full Council meeting in February 2020.	The Council has five months to develop realistic budget proposals.
Project Capacity	The LGA are providing pre-planned support to SCST/SBC which includes a review of SCST's financial position.	N/A
Other	N/A	N/A

(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. THE FORECAST (YEAR END) POSITION 2019/20

### COUNCIL SUMMARY

- 5.1 The 2019/20 approved net budget for the Council is £106.625m. At Quarter 2, the forecast year end position for all Council run services is £106.818m an overspend of £0.193m (0.18%). In comparison to Quarter 1 the overspend has reduced by £1.448m, despite increasing pressures across the Council. The financial position of Slough Children's Services Trust (SCST) has been included in the revenue monitor to ensure visibility.
- 5.2 When SCST's forecast financial position is included, the Council's current exposure to financial risk is an estimated net expenditure forecast for the year of £113.655m. This represents a potential budget overspend of £7.030m which is 6.59% above the approved budget. Overall this is an improved position in comparison to Quarter 1 by £2.611m.
- 5.3 The current position, including SCST, is summarised in the table below with full details shown in Appendix A.

<b>SUMMARY - GENERAL FUND FORECAST (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Adult & Communities	41.212	42.142	0.930	0.852	0.078
Children Learning & Skills (excl SCST)	7.491	8.194	0.703	0.538	0.165
Slough Childrens' Service Trust (SCST)	27.038	29.875	2.837	3.700	(0.863)
Maximum provision for SCST advance payment	0.000	4.000	4.000	4.300	(0.300)
Regeneration	(2.036)	(2.133)	(0.097)	(0.172)	0.075
Place & Development	19.922	20.722	0.800	0.800	0.000
Finance & Resources	10.322	9.593	(0.729)	(0.509)	(0.220)
Chief Executive Office	1.239	1.265	0.026	0.013	0.013
<b>Total</b>	<b>105.188</b>	<b>113.658</b>	<b>8.470</b>	<b>9.522</b>	<b>(1.052)</b>
<b>% of revenue budget over/(under) spent</b>			<b>8.05%</b>		
Non Departmental Services <sup>1</sup>	1.437	(0.003)	(1.440)	0.119	(1.559)
<b>Total (Incl Non Departmental Services)</b>	<b>106.625</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</b>
<b>% of budget over/(under) spent</b>			<b>6.59%</b>		

- 5.4 The Council has been rigorously reviewing expenditure across all areas and implemented recruitment controls in case it is not possible for Slough Children's Services Trust (SCST) to reduce it's overspend to nil in the current year. Since the Quarter 1 report was presented to Cabinet, the Council's overspend (i.e. all services with the exception of those provided by SCST) has been substantially reduced and further detailed work has been undertaken examining the SCST financial position. At the end of Quarter 2, 97.3% of the forecast overspend is attributable to SCST.

### Budget Changes

<sup>1</sup> Includes interest payments to finance the capital programme and investment receipts.

- 5.5 There have been budget virements of £0.461m between directorates in the 2<sup>nd</sup> quarter of 2019/20. A detailed analysis is provided in Section 10 of the report.

### Adults & Communities

- 5.6 The Directorate's approved budget is £41.212m with a net expenditure forecast of £42.142m. This represents a budget pressure of £0.930m, (which is 2.26% of the approved budget), and in comparison to quarter 1 an increase of £0.078m. There have been increases both in the numbers of clients being accepted for care as well as the length of time some clients are spending in receipt of care services.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END)</b>					
<b>POSITION 2019-20</b>					
Service – Adults & Communities	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	34.938	36.211	1.273	1.001	0.272
Public Health	(0.648)	(0.648)	0.000	0.000	0.000
Communities and Skills	6.457	5.921	(0.536)	(0.151)	(0.385)
Enforcement and Regulation	0.465	0.658	0.193	0.002	0.191
<b>Total</b>	<b>41.212</b>	<b>42.142</b>	<b>0.930</b>	<b>0.852</b>	<b>0.078</b>

### Management Action

- 5.7 The Adult's Social Care service is exploring all means to reduce this budget pressure and ensure that the final net expenditure by the end of the financial year is kept within its approved budget. As a result, a plan to reduce cost and maximise income has been developed. This is currently expected to yield savings totalling £2.765m giving a projected overspend forecast for the Directorate of £0.930m which is 2.26% of the revised approved budget. A summary of the Directorate's latest budget position is provided in Appendix B.

### Children, Learning & Skills and Slough Childrens Trust

- 5.8 The Directorate's net controllable Revenue Budget for 2019/20 is **£34.529m** inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.491m for Children, Learning and Skills and £27.038 for Slough Childrens Trust.

<b>CHILDREN, LEARNING &amp; SKILLS - FORECAST (YEAR END)</b>					
<b>POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Directorate Services	1.803	1.770	(0.033)	(0.062)	0.029
Slough Childrens' Service Trust (SCST)	27.038	29.875	2.837	3.700	(0.863)
Maximum provision for SCST advance payment	0.000	4.000	4.000	4.300	(0.300)
Inclusion	0.563	0.615	0.052	0.084	(0.032)
Schools	3.413	4.462	1.049	0.825	0.224
Early Years and Prevention	2.049	1.684	(0.365)	(0.309)	(0.056)
<b>Sub Total</b>	<b>34.866</b>	<b>42.406</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>
<b>Dedicated Schools Grant (DSG)</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>34.529</b>	<b>42.069</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>

- 5.9 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £7.540m (21.84% above the approved budget). In comparison to quarter 1 the service has an overall improved position by £0.998m. Predominantly due to a reduction in the SCST forecast overspend following Cabinet's agreement, in October 2019, to fund two specific SCST transformation projects (the Pause Programme and Foster Care Recruitment Campaign) during 2019/20.

**Directorate Services.**

- 5.10 The service is expected to underspend by £0.033m due to staffing vacancies.

**Slough Children's Services Trust (SCST)**

- 5.11 Slough Children's Services Trust (SCST) is governed by a board, made up of executive and non-executive directors and advisors. When created, under direction from the Children's Minister, the Trust was established to be wholly independent of the Council. There is one Council Member of the board. No Council officers are Board Members although SBC's Director for Children, Learning and Skills is now invited as an observer.
- 5.12 In August 2019, SCST reported to its Audit and Risk Committee, and to the Council, a forecast £3.700m overspend in 19/20. SCST have explained the projected overspend on increases in staffing, placement and legal costs as a result of a spike in referrals in October/November 2018 and January 2019. These increased referrals have consequently led to more Child Protection cases and Children Looked After cases arising in 2019/20 than they had initially budgeted for. The latest forecast position, based on the latest assessment by SBC officers, is currently an overspend of £2.837m. It is intended that a paper will be submitted to Cabinet in December 2019 clearly setting out SBC's officers of the SCST in-year financial position and likely growth demands for 2020/21.
- 5.13 In addition, SCST currently has a brought forward deficit in their draft accounts, at 31.03.19, of £4.300m due to financial losses incurred since they were established in October 2015. This position for Quarter 2, reflects the £4.0m start-up capital the Council provided to SCST at the start of the contract in 2015/16. If the £2.837m deficit is realised in 2019/20, SCST will have a total deficit carried forward of £6.837m. Although an improved position since Quarter 2 this is still a high risk area for the Council and officers are continuing to work to realise other in-year savings elsewhere in the Council to offset the SCST overspend.
- 5.14 It is important to note that SCST's current contract with the Council is due to end in October 2021 and it appears unlikely that the Trust will be able to make substantial in-roads into reducing its forecast deficit over the final two years of the contract. While this uncertainty remains the Council will need to make a provision in its own accounts to reflect that some of the funding it has provided to SCST may not be repaid. In the Q1 monitoring report it was noted that the maximum provision required is assumed, this assumption continues for the Q2 monitoring report.
- 5.16 SBC officers have been working closely with SCST's leadership team in an effort to understand SCST's current financial position and to support the organisation in initiatives that will reduce this overspend by the end of the financial year. Further, both SBC and SCST officers have been in regular discussions with DfE and LGA officials highlighting the ongoing financial pressures facing the Trust and children's services more generally. As noted, in 5.12 above, a detailed report

considering the SCST financial position will be presented to Cabinet in December 2019.

- 5.18 It is absolutely in the Council's best interests to ensure that SCST's finances are in a robust position at contract end. Not least in case it was deemed, at contract end that any existing liabilities owed by SCST should fall on the Council rather than on DfE who established the Trust. SBC officers have continued discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

**Inclusion.**

- 5.19 The division is forecast to overspend by £0.052m. Staffing pressures within this service are currently causing an over-spend. This has an improved forecast since Quarter 1 reporting.

**Schools.**

- 5.20 We are estimating that the division will overspend by £1.049m. The home to school transport service makes up the majority of this reported overspend, at £0.700m over budget.

**Early Years' and Prevention.**

- 5.21 The division is currently forecast to underspend by £0.365m. We have seen a further reduction in staffing costs, adding to the vacancy levels within the service. The service is planning a restructure, which will be costed and assessed for on-going affordability, with certain posts being held vacant until this work has been undertaken.

**Regeneration**

- 5.22 The Directorate's approved budget is an income target of £2.036m. The latest net expenditure forecast for the year is -£2.133m, representing a projected underspend of £0.097m (- 4.76% of the approved budget).

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>Directorate</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Directorate Management Unit	0.656	0.656	0.000	0.000	0.000
Major Infrastructure	4.412	4.489	0.077	0.136	(0.059)
Planning & Transport	1.340	0.464	(0.876)	(0.788)	(0.088)
Parking	0.375	0.375	0.000	0.000	0.000
Regeneration Development	(7.262)	(6.911)	0.351	0.094	0.257
Regeneration Delivery	(1.387)	(1.387)	0.000	0.000	0.000
Economic Development	(0.170)	0.181	0.351	0.386	(0.035)
<b>TOTAL</b>	<b>(2.036)</b>	<b>(2.133)</b>	<b>(0.097)</b>	<b>(0.172)</b>	<b>0.075</b>

**Management Action**

- 5.24 This directorate is aiming to improve the position further to support other services in mitigating the overspend for the council.

**Place & Development**

- 5.25 This Directorate's current net budget is £19.922m. The latest assessment of the year end position is an overspend of £0.800m. The main pressure in this area



is due to ongoing homelessness/temporary accommodation pressures. The position is unchanged since Quarter 1.

5.26 The latest position is summarised below:

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Building Management	3.795	3.795	0.000	0.000	0.000
Strategic Housing Services	1.756	2.556	0.800	0.800	0.000
Neighbourhood Services	1.363	1.363	0.000	0.000	0.000
Environmental Services	14.164	14.164	0.000	0.000	0.000
DSO	(1.156)	(1.156)	0.000	0.000	0.000
<b>TOTAL</b>	<b>19.922</b>	<b>20.722</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</b>

### Finance & Resources

5.27 This Directorate's current net budget is £10.322m. The latest assessment of the year end position is for an underspend of £0.729m. This position has improved by £0.220m since Quarter 1.

5.28 The latest position is summarised below:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Customer and Communications	0.462	0.462	0.000	0.000	0.000
Organisation Development & HR	1.890	1.890	0.000	0.131	(0.131)
Governance	(0.034)	0.387	0.421	(0.169)	0.590
Digital & Strategic IT	1.108	1.108	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	(1.150)	(0.471)	(0.679)
Transactional Services	8.005	8.005	0.000	0.000	0.000
Corporate and Departmental	(0.139)	(0.139)	0.000	0.000	0.000
<b>TOTAL</b>	<b>10.322</b>	<b>9.593</b>	<b>(0.729)</b>	<b>(0.509)</b>	<b>(0.220)</b>

### Management Action

5.29 To review the pressures within the service and propose mitigation proposals that either increase income targets or reduce expenditure.

### Chief Executive

5.30 This Directorate's current net budget is £1.239m. This area is projected to overspend by £0.026m.

5.31 The latest summary for the service is shown below:

<b>CHIEF EXEC. - FORECAST (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Local Welfare Provision	0.275	0.275	0.000	0.000	0.000
Executive's Office	0.334	0.360	0.026	0.013	0.013
Strategy and Performance	0.630	0.630	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.239</b>	<b>1.265</b>	<b>0.026</b>	<b>0.013</b>	<b>0.013</b>

### Executive Office

5.33 There is a projected budget pressure of £0.026m on this budget. This is due to additional costs for staff advertising.

### Management Action

5.34 To review the pressures within the service and mitigate in areas that can increase their income targets or aim to reduce expenditure.

### Treasury Management

5.35 The holding costs payable by Slough Urban Renewal to SBC arising from the Thames Valley University site are now included in the forecast.

## 6 Impact on Council Reserves

6.1 The Council currently has £8.2m of general reserves and £4.2m of earmarked reserves available to protect the Council from unforeseen financial pressures. It can be seen, in the table below, that if the Council is unable to significantly reduce the current projected overspend (as at the end of Q2) and is required to make a provision against SCST's brought forward deficit by 31 March 2020, then SBC's level of reserves would be significantly depleted.

<b>Council Reserves and Q2 Position Forecast</b>			
<b>Council Reserves</b>		<b>Q2 – Projected Overspend</b>	
	£m		£m
General Fund	8.200	Trust Deficit at 31.03.19	(4.000)
Earmarked Reserves	4.200	Trust – 19/20 overspend	(2.837)
<b>Total</b>	<b>12.400</b>	Q2 – SBC Forecast	(0.193)
		<b>Total</b>	<b>(7.030)</b>
Less Current Deficit	(7.030)		
<b>Possible Balance at 31.03.20</b>	<b>5.370</b>		

6.2 In the S25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the “*current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019/20*”. Therefore, should General Fund reserves fall below this level, the Council would be required to make an immediate repayment, as part of the 2020/21 revenue budget process, to return the general reserves to an appropriate level.

6.3 The Council also has a Dedicated Schools Grant deficit relating to special educational needs of £7.2m that it shows separately on its balance sheet. The Council does not have to take account of this deficit in setting its budget and the Council does not need to take this balance into account when considering the robustness of the Council's reserves. At this time, the deficit is not included in an

assessment of the Council's current financial position as DfE guidance, from March 2019, states:

*“Any kind of local authority revenue reserve may be either negative or positive. Since ring-fenced reserves are not taken into account in assessing local authorities’ ability to set a lawful balanced budget, DSG deficits will not need to be covered for that purpose by an equivalent amount in local authorities’ general reserves”.*

- 6.4 On 11 October 2019, the Department for Education (DfE) published a consultation paper concerning the treatment of the DSG deficit on a local authority's balance sheet. The DfE's description of the consultation is as follows:

*The Department for Education is consulting on changing the conditions and regulations applying to the dedicated schools grant (DSG), to clarify that it is a ring-fenced specific grant, separate from the general funding of local authorities.*

*It will also clarify that local authorities are expected to carry forward any deficits they may have on their DSG accounts, and the deficit does not have to be covered by their general reserves.*

*The government will then make a decision on the proposed changes, in time to inform the setting of local authorities’ budgets for the 2020 to 2021 financial year.*

- 6.5 The proposals within the consultation are welcome and officers have submitted a positive response to DfE.

## 7. Housing Revenue Account (HRA)

- 7.1 The HRA is budgeted to spend £37.550m this financial year, with budgeted income of £34.679 expected, this gives a planned net deficit budget for the HRA of £2.871m. This deficit will be made up by a planned contribution from the housing reserves. Currently the income and expenditure are expected to have a neutral balance for the year with no under or overspends.
- 7.2 The HRA is a statutory ring-fenced account and any balances at the end of the year must be carried forward within this account to the next year. This latest overall position is summarised in the table below.

<b>HOUSING REVENUE ACCOUNT (YEAR END) POSITION 2019-20</b>					
<b>Housing Revenue Account</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
<b>EXPENDITURE</b>					
Management Team (& Recharges)	4.965	4.965	0.000	0.000	0.000
Supported Housing	0.030	0.030	0.000	0.000	0.000
Tenant Services	1.835	1.835	0.000	0.000	0.000
Neighbourhood Housing Area North	0.509	0.509	0.000	0.000	0.000
Neighbourhood Housing Area South	0.368	0.368	0.000	0.000	0.000
Neighbourhood Housing Area East	0.504	0.504	0.000	0.000	0.000
Areas & Investigations	0.564	0.564	0.000	0.000	0.000
Client Services Team	0.926	0.926	0.000	0.000	0.000

Neighbourhood Resilience & Enforcement Team	0.322	0.322	0.000	0.000	0.000
Housing Allocations	0.071	0.071	0.000	0.000	0.000
Tenants Participation Team	0.302	0.302	0.000	0.000	0.000
Lettings	0.202	0.202	0.000	0.000	0.000
Leaseholder Team	0.236	0.236	0.000	0.000	0.000
Housing Repairs	8.500	8.500	0.000	0.000	0.000
Loans, Bad Debt & Council Tax	5.701	5.701	0.000	0.000	0.000
Depreciation & Funding of Capital Projects	12.515	12.515	0.000	0.000	0.000
<b>TOTAL EXPENDITURE</b>	<b>37.550</b>	<b>37.550</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>INCOME</b>					
Dwelling Rents	(31.453)	(31.453)	0.000	0.000	0.000
Garage Rents	(0.491)	(0.491)	0.000	0.000	0.000
Shop Rent	(0.635)	(0.635)	0.000	0.000	0.000
Other Rents	(0.646)	(0.646)	0.000	0.000	0.000
Leaseholder Service Charges	(0.296)	(0.296)	0.000	0.000	0.000
General Service Charges	(1.143)	(1.143)	0.000	0.000	0.000
Interest	(0.015)	(0.015)	0.000	0.000	0.000
<b>TOTAL INCOME</b>	<b>(34.679)</b>	<b>(34.679)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>2.871</b>	<b>2.871</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 8 SAVINGS SUMMARY

### Council Saving Summary

- 8.1 The Council is currently on-track to deliver 86% of the savings agreed as part of the 2019/20 revenue budget. Below is a savings summary by service area and by the type of savings.

<b>SAVINGS MONITOR 2019/20</b>					
Service	Responsible Officer	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable
			GREEN	AMBER	RED
		£'000	£'000	£'000	£'000
Adult & Communities	Alan Sinclair	905	811	94	0
Children, Learning & Skills	Cate Duffy	170	170	0	0
Regeneration	Stephen Gibson	4,769	4,769	0	0
Place & Development	Richard West	1,930	1,930	0	0
Finance & Resources	Neil Wilcox	3,960	2,215	600	1,145
Treasury Finance & Resources	Neil Wilcox	1,140	1,140	0	0
<b>Total Savings</b>		<b>12,874</b>	<b>11,035</b>	<b>694</b>	<b>1,145</b>
<i>% Against Saving</i>			<b>86%</b>	<b>5%</b>	<b>9%</b>
<i>% Savings from Previous month</i>			<b>86%</b>	<b>5%</b>	<b>9%</b>
			<b>0%</b>	<b>0%</b>	<b>0%</b>

## 8.2 Type of Saving

Service	Accounting	Commercial	Efficiency	Income	Staffing	Strategic Review	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Communities	229	284	100	0	165	127	905
Children, Learning & Skills	0	0	0	0	170	0	170
Regeneration	1,250	3,069	0	450	0	0	4,769
Place & Development	0	1,550	380	0	0	0	1,930
Finance & Resources	500	815	355	500	1,790	0	3,960
Treasury Finance & Resources	750	390	0	0	0	0	1,140
<b>Total</b>	<b>2,729</b>	<b>6,108</b>	<b>835</b>	<b>950</b>	<b>2,125</b>	<b>127</b>	<b>12,874</b>

8.3 Appendix C provides a complete list of savings with further detail. Outlined below are the department summaries and key areas which require further service review.

### Adults & Communities (A&C)

8.4 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings identified at the A&C department meeting on 30<sup>th</sup> September 2019 and 28<sup>th</sup> October 2019 are £811k representing 90% for the service. The green savings are grouped together and amber identified separately below.

8.5 The action point is to review the remainder £94k (10%). Report to next CMT how these will be met.

- 1) **£77k** saving type strategic review of supporting move to more supported living – plans in progress and are expected to be achieved.
- 2) **£100k** saving type efficiency (£83k savings are identified which leaves a further **£17k**) Mental Health extension of hope house services.

SAVINGS MONITOR 2019/20 ADULTS & COMMUNITIES												
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type	
				£'000	£'000	£'000	£'000					
A&C	Adult Social Care	A03F		77	0	77	0	Support move to more supported living (LD Residential)	AMBER	Plans in Progress	Strategic Review	
A&C	Adult Social Care	A01M	TF	100	83	17	0	Mental Health - Extension of Hope House Services	AMBER	Plans in Progress	Efficiency	
A&C	Adult Social Care	A03C		100	100	0	0	Recommission floating support services	AMBER		Commercial	
A&C	Adult Social Care	Various		628	628	0	0	Various	GREEN		Various	
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>811</b>	<b>94</b>	<b>0</b>					

## Children, Learning & Skills (CLS)

8.6 The table below shows the savings for CLS which are achieved.

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
<b>Total</b>	<b>Children, Learning &amp; Skills</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>				

## Regeneration

8.7 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are now £4,769k representing 100% for the service.

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Regeneration	Regeneration	Various		4,769	4,769	0	0	Various	GREEN	All to be met in 2019/20	Various
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>				

## Place & Development (P&D)

8.8 The table below shows a more detailed analysis of the saving within Place & Development. The savings identified are now £1,930k representing 100% for the service.

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
P&D	P&D	Various		1,930	1,930	0	0	Various	GREEN	All to be met in 2019/20	Various
<b>Total</b>	<b>Regeneration</b>			<b>1,930</b>	<b>1,930</b>	<b>0</b>	<b>0</b>				

## Finance & Resources (F&R)

8.9 The table below shows a more detailed analysis of the savings within Finance & Resources. The savings identified are £2,215k representing 56% for the service. These were reviewed at the department meeting on 21<sup>st</sup> September and 24<sup>th</sup> October 2019.

8.10 The action point is to review the remainder £1,745k (44%) and report how these will be met.

- 1) £500k saving type staffing (300k achievable and 200k deemed unachievable). This saving is achievable with reducing agency spend and aiming to recruit on permanent basis. However this now also needs to link with the transformation programme.
- 2) £100k saving type efficiency, mobile telephony needs a review of the contract.
- 3) £1,000k saving type staffing (200k achievable and 800k deemed unachievable). This is dependent on completion of the reorganisation exercise.
- 4) £290k is now amber, due to the recent consultation the mileage scheme will be phased over 3 years (19/20 no saving, 20/21 50% saving and

21/22 100% saving). However, the saving of £290k has a lump sum mileage saving and generic mileage fuel cost saving, the lump sum will be phased. Therefore the saving has been placed part achievable with £145k.

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
F&R	Finance	B015	TF	500	0	300	200	Slough Academy - Reduce Agency Spend	AMBER	Discussions in progress in order to confirm probable rating	Staffing
F&R	Finance	B015	TF	290	145	0	145	Electric Vehicle Initiatives	AMBER	The consultation on mileage is approved to begin next year.	Staffing
F&R	Governance	B096		100	0	100	0	Mobile Telephony	AMBER	Awaiting additional information on contract	Efficiency
F&R	Governance	B096	TF	1,000	0	200	800	3rd & 4th Tier Restructures & Administration Review	RED	Awaiting completion of reorganisation exercise	Staffing
F&R	Various	Various		2,070	2,070	0	0		GREEN		Various
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>2,215</b>	<b>600</b>	<b>1,145</b>				

## 9. VIREMENTS

9.1 The virements below represent movements from centrally held budgets to implement previous Council decisions.

Reference	Reason	Adults and Communities	Children, Learning and Skills	Regeneration	Place & Development	Finance and Resources	Chief Executive	Below the Line Additions
PL-798	Care Leavers & Council Tax	0.00	0.00	0.00	0.00	75,000.00	0.00	(75,000.00)
PL-772	Release of 2018/19 Carry Forwards	181,090.00	50,000.00	131,890.00	22,780.00		0.00	(385,760.00)
<b>Virement Total Between Directorate</b>		<b>181,090.00</b>	<b>50,000.00</b>	<b>131,890.00</b>	<b>22,780.00</b>	<b>75,000.00</b>	<b>0.00</b>	<b>(460,760.00)</b>

9.2 The virements below were approved by Cabinet at its meeting held on 18<sup>th</sup> November 2019. These virements are movements within a directorate transferring budgets to individual service areas cost centres.

Reference	Department	Budget Transfers Over £250,000	Amount
PL-703	Children, Learning & Skills	Allocating Sixth Form Funding	1,726,328.00
PL-704	Children, Learning & Skills	Allocating Sixth Form Funding	282,404.00
PL-715	Adults & Communities	Allocating Better Care Fund to localities	3,357,100.00
PL-719	Children, Learning & Skills	DSG High Needs Block Transfer of Funds	500,000.00
PL-720	Children, Learning & Skills	Pupil Premium Allocation for Qtr 1	1,851,960.00
PL-721	Children, Learning & Skills	School Grant Allocation (UIFSMs)	964,151.00
PL-750	Children, Learning & Skills	School Term Adjustment	374,825.41
PL-763	Children, Learning & Skills	High Needs Block Adjustment	575,180.00
PL-771	Regeneration	Asset Management Conversion of Fees Income Target to Rental Income	700,000.00



PL-776	Children, Learning & Skills	High Needs Block Growth Special Schools	442,127.00
PL-782	Children, Learning & Skills	Early Years Funding Correction	477,300.00
PL-788	Children, Learning & Skills	Growth Fund Various Schools	548,507.00
PL-805	Children, Learning & Skills	Government Grant Transfer Skills Funding & NLDC	1,004,786.00

## 10. WRITE OFFS

- 10.1 Write offs totalling £542,457.04 have arisen over the past 3 months. At it's meeting held on 18<sup>th</sup> November 2019 Cabinet approved the write offs, as detailed below, in accordance with the council's financial procedures rules.

Reason	NNDR	Council Tax	Housing Benefit	Total
	£	£	£	£
Unable to trace / Absconded	70,125.28	0.00	2,862.08	<b>72,987.36</b>
Vulnerable Persons	0.00	213.49	39.62	<b>253.11</b>
Deceased	0.00	3,219.93	5,661.04	<b>8,880.97</b>
Statute bared/Unable to Enforce	0.00	0.00	8,726.36	<b>8,726.36</b>
Bankruptcy	0.00	634.01	0.00	<b>634.01</b>
Instruction from Client	0.00	0.00	0.00	<b>0.00</b>
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	404,661.68	0.00	0.00	<b>404,661.68</b>
Misc. (incl uneconomical to pursue)	67.20	0.00	82.56	<b>149.76</b>
Credit Balances	46,163.79	0.00	0.00	<b>46,163.79</b>
<b>Total</b>	<b>521,017.95</b>	<b>4,067.43</b>	<b>17,371.66</b>	<b>542,457.04</b>

## 11. Conclusion

- 11.1 There is no doubt that SBC is currently operating in a period of financial difficulty, primarily due to the current financial position of SCST. However, SBC officers continue taking immediate actions to seek to rectify the situation and will continue to update cabinet accordingly.

## 12. Appendices Attached

- 'A' - General Fund Overall Forecast Position
- 'B' - General Fund Forecast Position Detailed
- 'C' - General Fund Savings Monitor



Directorate	Revised Budget	Projected Outturn	Planned In Year Savings	Forecast 1920	Full Year Variance	Q1 June Variance	Change
	£'M	£'M	£'M	£'M	£'M	£'M	£'M
<b>Adult and Communities</b>							
Adult Social Care	34.938	38.976	(2.765)	36.211	1.273	1.001	0.272
Public Health	(0.648)	(0.648)	0.000	(0.648)	0.000	0.000	0.000
Communities and Leisure	6.457	5.921	0.000	5.921	(0.536)	(0.151)	(0.385)
Regulatory Services	0.465	0.786	(0.128)	0.658	0.193	0.002	0.191
<b>Total</b>	<b>41.212</b>	<b>45.035</b>	<b>(2.893)</b>	<b>42.142</b>	<b>0.930</b>	<b>0.852</b>	<b>0.078</b>
<b>Children, Learning and Skills</b>							
Directorate Services	1.803	1.770	0.000	1.770	(0.033)	(0.062)	0.029
Slough Childrens' Service Trust	27.038	33.875	0.000	33.875	6.837	8.000	(1.163)
Inclusion	0.563	0.790	(0.175)	0.615	0.052	0.084	(0.032)
Schools	3.413	4.526	(0.064)	4.462	1.049	0.825	0.224
Early Years and Prevention	2.049	1.810	(0.126)	1.684	(0.365)	(0.309)	(0.056)
<b>Sub-Total</b>	<b>34.866</b>	<b>42.771</b>	<b>(0.365)</b>	<b>42.406</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	0.000	(0.337)	0.000	0.000	0.000
<b>Total</b>	<b>34.529</b>	<b>42.434</b>	<b>(0.365)</b>	<b>42.069</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>
<b>Regeneration</b>							
Directorate Management Unit	0.656	0.656	0.000	0.656	0.000	0.000	0.000
Major Infrastructure	4.412	4.489	0.000	4.489	0.077	0.136	(0.059)
Planning & Transport	1.340	0.464	0.000	0.464	(0.876)	(0.788)	(0.088)
Parking	0.375	0.375	0.000	0.375	0.000	0.000	0.000
Regeneration Development	(7.262)	(6.911)	0.000	(6.911)	0.351	0.094	0.257
Regeneration Delivery	(1.387)	(1.387)	0.000	(1.387)	0.000	0.000	0.000
Economic Development	(0.170)	0.181	0.000	0.181	0.351	0.386	(0.035)
<b>Total</b>	<b>(2.036)</b>	<b>(2.133)</b>	<b>0.000</b>	<b>(2.133)</b>	<b>(0.097)</b>	<b>(0.172)</b>	<b>0.075</b>
<b>Place &amp; Development</b>							
Building Management	3.795	3.795	0.000	3.795	0.000	0.000	0.000
Strategic Housing Services	1.756	2.556	0.000	2.556	0.800	0.800	0.000
Neighbourhood Services	1.363	1.363	0.000	1.363	0.000	0.000	0.000
Environmental Services	14.164	14.164	0.000	14.164	0.000	0.000	0.000
DSO	(1.156)	(1.156)	0.000	(1.156)	0.000	0.000	0.000
<b>Total</b>	<b>19.922</b>	<b>20.722</b>	<b>0.000</b>	<b>20.722</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</b>
<b>Finance and Resources</b>							
Customer and Communications	0.462	0.462	0.000	0.462	0.000	0.000	0.000
Organisation Development and HR	1.890	1.890	0.000	1.890	0.000	0.131	(0.131)
Governance	(0.034)	0.387	0.000	0.387	0.421	(0.169)	0.590
Digital and Strategic IT	1.108	1.108	0.000	1.108	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	0.000	(2.120)	(1.150)	(0.471)	(0.679)
Transactional Services	8.005	8.005	0.000	8.005	0.000	0.000	0.000
Corporate and Departmental	(0.139)	(0.139)	0.000	(0.139)	0.000	0.000	0.000
<b>Total</b>	<b>10.322</b>	<b>9.593</b>	<b>0.000</b>	<b>9.593</b>	<b>(0.729)</b>	<b>(0.509)</b>	<b>(0.220)</b>
<b>Chief Executive Office</b>							
Local Welfare Provision	0.275	0.275	0.000	0.275	0.000	0.000	0.000
Executive's Office	0.334	0.360	0.000	0.360	0.026	0.013	0.013
Strategy and Performance	0.630	0.630	0.000	0.630	0.000	0.000	0.000
<b>Total</b>	<b>1.239</b>	<b>1.265</b>	<b>0.000</b>	<b>1.265</b>	<b>0.026</b>	<b>0.013</b>	<b>0.013</b>
<b>GRAND TOTAL</b>	<b>105.188</b>	<b>116.916</b>	<b>(3.258)</b>	<b>113.658</b>	<b>8.470</b>	<b>9.522</b>	<b>(1.052)</b>

<b>% of revenue budget over/(under)</b>	<b>8.05%</b>
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<b>Non Service Areas</b>							
Treasury Management	0.139	(1.301)	0.000	(1.301)	(1.440)	0.000	(1.440)
Other Non-Service Items	1.195	1.195	0.000	1.195	0.000	0.119	(0.119)
Parish Precepts	0.103	0.103	0.000	0.103	0.000	0.000	0.000
<b>Total</b>	<b>1.437</b>	<b>(0.003)</b>	<b>0.000</b>	<b>(0.003)</b>	<b>(1.440)</b>	<b>0.119</b>	<b>(1.559)</b>

<b>GRAND TOTAL</b>	<b>106.625</b>	<b>116.913</b>	<b>(3.258)</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</b>
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<b>Sources of Finance</b>							
Business Rates and other sources	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

<b>Overall Position</b>	<b>106.625</b>	<b>116.913</b>	<b>(3.258)</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</b>
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<b>% of budget over/(under)</b>	<b>6.59%</b>
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## Appendix B General Fund Year End Position

### 1. Adults & Communities - Adult Social Care

In comparison to Quarter 1 there is an increase in the overspend by £0.272m. Recovery Plan 1 is well established and monitored on a fortnightly basis and currently on target to save £0.850m by the financial year end. Recovery plan 2 is in formulation and anticipating a further £0.850m. A detailed analysis of all cost centres was taken by the director, service leads and finance lead however a £1.273m over spend is still projected due to the reasons outlined above.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>ADULT SOCIAL CARE</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Safeguarding and Governance	0.463	0.471	0.008	(0.008)	0.016
ASC Management	(2.059)	(2.328)	(0.269)	(1.733)	1.464
Directly Provided Services	2.241	2.245	0.003	0.064	(0.061)
Mental Health Services	4.321	4.472	0.151	0.096	0.055
Learning Disability Services	10.205	11.517	1.312	0.745	0.567
North Locality	4.705	6.065	1.361	1.621	(0.260)
South Locality	4.086	5.009	0.923	1.238	(0.315)
East Locality	5.982	6.748	0.766	1.667	(0.901)
Reablement	1.309	1.260	(0.049)	0.000	(0.049)
Care Group Commissioning	3.684	3.517	(0.167)	(0.074)	(0.093)
<b>Sub Total before Planned in Year Savings</b>	<b>34.938</b>	<b>38.976</b>	<b>4.038</b>	<b>3.616</b>	<b>0.422</b>
<b>Planned in year savings</b>	<b>0.000</b>	<b>(2.765)</b>	<b>(2.765)</b>	<b>(2.615)</b>	<b>(0.150)</b>
<b>Sub Total</b>	<b>34.938</b>	<b>36.211</b>	<b>1.273</b>	<b>1.001</b>	<b>0.272</b>

### 2. Adults & Communities - Public Health

The gross budget for public health is £6.945m of which nearly £5m is attributed to specific projects. The income received from the public health grant is £7.363m and a further income of £0.230 is received from other local authorities and the Better Care Fund.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>PUBLIC HEALTH</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
<b>Public Health</b>					
Staffing	0.542	0.542	0.000	0.000	0.000
Project Work	4.884	4.884	0.000	0.000	0.000
Internal Recharges	1.486	1.486	0.000	0.000	0.000
Other Services	0.033	0.033	0.000	0.000	0.000
Income	(7.593)	(7.593)	0.000	0.000	0.000
<b>Sub Total</b>	<b>(0.648)</b>	<b>(0.648)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

### 3. Adults & Communities - Communities

The projected outturn for communities & skills is an underpend of £0.536m. The position has improved by £0.385m due to improved income and reduced spend in projects. The projected outturn for regulatory services is an overspend of £0.193m with increased grounds maintenance costs.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 COMMUNITIES</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
<b>Communities</b>					
Community and Skills	6.457	5.921	(0.536)	(0.151)	(0.385)
Enforcement and Regulation	0.465	0.658	0.193	0.002	0.191
<b>Sub Total</b>	<b>6.922</b>	<b>6.579</b>	<b>(0.343)</b>	<b>(0.149)</b>	<b>(0.194)</b>

### 4. Regeneration - Directorate Management Unit

This service is currently reporting a full year break even position with no underspends or overspends.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 DIRECTORATE MANAGEMENT UNIT</b>					
Service - Directorate Management Unit	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Directorate Management Unit	0.656	0.656	0.000	0.000	0.000
<b>TOTAL</b>	<b>0.656</b>	<b>0.656</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

### 5. Regeneration - Major Infrastructure

The Major Infrastructure service is projecting a £0.077m overspend. This has decreased from **£0.136m** from last quarter into a favourable change of £0.059m. This is summarised below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE</b>					
Service - Major Infrastructure	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Heathrow Strategic Planning Group	0.000	0.000	0.000	0.000	0.000
Planning Development Fund	0.000	0.000	0.000	0.000	0.000
Highways & Transportation Consultancies	0.486	0.545	0.059	0.037	0.022
Transport and Highways	0.582	0.345	(0.237)	(0.257)	0.020
Environmental Quality	0.249	0.262	0.013	0.004	0.009
Fleet Challenge	0.045	0.045	0.000	0.000	0.000
Highways / Roads (Structural)	0.088	0.081	(0.007)	0.000	(0.007)
Street Lighting	0.356	0.513	0.157	0.167	(0.010)
Air Quality Sensor Project	0.000	0.000	0.000	0.000	0.000
Traffic Management & Road Safety	0.399	0.441	0.042	0.086	(0.044)
Access Fund	0.000	0.000	0.000	0.000	0.000

Public Transport	2.186	2.174	(0.012)	(0.003)	(0.009)
Fleet Management	0.023	(0.019)	(0.042)	(0.042)	0.000
Community Transport	(0.002)	0.102	0.104	0.144	(0.040)
<b>TOTAL</b>	<b>4.412</b>	<b>4.489</b>	<b>0.077</b>	<b>0.136</b>	<b>(0.059)</b>

The main variances are due to forecast overspends in Community Transport and Street Lighting. These are partially offset by projected underspends in Transport and Highways.

**Highways and Transportation Consultancies** – A forecast overspend of **£0.059m** is due to additional work required from consultants not previously anticipated. The forecast has decreased from the previous month due to refining and analysis of the work stream volumes and prices this will continue to mitigate the pressures.

**Transport & Highways** – an underspend of **£0.237m** is reported due to estimated additional recharges to capital due to the level of capital works being undertaken.

**Street Lighting** – an overspend of **£0.157m**. This is due to expenditure pressures in this team within maintenance costs. These pressures are being actively managed downwards and show an improved position from quarter 1.

**Community Transport** – is likely to overspend by **£ 0.104m** as a result of additional staff costs, higher leasing costs and lower income than budgeted for.

#### 6. **Regeneration - Planning & Transport**

The Planning and Transport service has forecast an underspend of **£0.876m** an improvement from quarter 1 of £0.088m and is summarised in the table below.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PLANNING</u> &amp; TRANSPORT</b>					
<b>Service - Planning &amp; Transport</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Local Land Charges	(0.068)	(0.068)	0.000	0.000	0.000
Bus Lane Enforcement	(0.350)	(1.204)	(0.854)	(0.785)	(0.069)
Highways	0.144	0.113	(0.031)	0.000	(0.031)
Planning Policy	0.343	0.350	0.007	0.000	0.007
Building Control	0.049	0.045	(0.004)	0.000	(0.004)
Development Management	0.213	0.213	0.000	0.000	0.000
Highways / Roads (Routine)	0.941	0.941	0.000	0.000	0.000
Land Drainage	0.159	0.156	(0.003)	(0.003)	0.000
Street works and Permits	(0.091)	(0.082)	0.009	0.000	0.009
<b>TOTAL</b>	<b>1.340</b>	<b>0.464</b>	<b>(0.876)</b>	<b>(0.788)</b>	<b>(0.088)</b>

The underspend mainly arises within Bus Lane Enforcement. Any funds generated due to bus lane cameras must be used to reinvest within SBC's transport and highways functions.

#### 7. **Regeneration - Parking**

The Parking service has an overall breakeven position. This is summarised below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 PARKING</b>					
Service - Parking	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Car Parks	0.293	0.291	(0.002)	0.000	(0.002)
On- Street Parking Account	0.316	0.316	0.000	0.000	0.000
Parking Development	0.051	0.051	0.000	0.000	0.000
Car Parks-Ground Level Pay	(0.287)	(0.305)	(0.018)	0.000	(0.018)
Car Parks-Hatfield Multi Storey	0.104	0.145	0.041	0.000	0.041
Car Parks-Ground Level Free	0.023	0.023	0.000	0.000	0.000
Car Parks-Herschel Multi Story	(0.125)	(0.146)	(0.021)	0.000	(0.021)
<b>TOTAL</b>	<b>0.375</b>	<b>0.375</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 8. Regeneration - Regeneration Development

Currently Regeneration Development is forecasting an overspend of £0.351m.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 REGENERATION DEVELOPMENT</b>					
Service - Regeneration Development	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Strategic Acquisition Board	(4.905)	(5.211)	(0.306)	(0.734)	0.428
Slough Housing Company	0.000	0.000	0.000	0.000	0.000
Asset Management	(1.017)	(0.328)	0.689	0.680	0.009
Commercial Properties	(1.339)	(1.299)	0.040	0.063	(0.023)
Age Concern	0.208	0.207	(0.001)	(0.015)	0.014
Capital Disposal & Feasibility Studies	(0.214)	(0.273)	(0.059)	0.113	(0.172)
Bus Station	0.042	0.025	(0.017)	(0.018)	0.001
Property Management	(0.037)	(0.032)	0.005	0.005	0.000
<b>TOTAL</b>	<b>(7.262)</b>	<b>(6.911)</b>	<b>0.351</b>	<b>0.094</b>	<b>0.257</b>

The variance is made up of significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.306m. This income, however, masks a forecast overspend in Asset Management of £0.689m. This overspend is being actively managed downwards.

## 9. Regeneration - Regeneration Delivery

A breakeven position is reported across this service area for 2019/20.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 REGENERATION DELIVERY					
Service - Regeneration Delivery	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Property Services	(1.387)	(1.387)	0.000	0.000	0.000
<b>TOTAL</b>	<b>(1.387)</b>	<b>(1.387)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

#### 10. Regeneration - Economic Development

This service has a forecast overspend of **£0.351m** which is an improvement from last quarter. Officers have started embedding income generating projects within the service; however they do not anticipate achieving a full year effect. The latest summary for this service area is shown below:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 ECONOMIC DEVELOPMENT					
Service - Economic Development	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Economic Development	(0.170)	0.181	0.351	0.386	(0.035)
<b>TOTAL</b>	<b>(0.170)</b>	<b>0.181</b>	<b>0.351</b>	<b>0.386</b>	<b>(0.035)</b>

#### 11. Place & Development - Building Management

Building Management is projected to overspend by **£0.359m**. The main reason for this variance is within the central functions of higher rates and utility costs for the corporate buildings. The service is aiming to mitigate these pressures within the service aiming to bring in further income and reducing costs.

PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT					
Service - Building Management	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
ASC buildings	0.171	0.173	0.002	0.000	0.002
Central functions	2.204	2.375	0.171	0.000	0.171
Children Centres and Libraries	0.685	0.571	(0.114)	0.000	(0.114)
Community Centres and Hubs	0.532	0.570	0.038	0.000	0.038
Parks	0.203	0.106	(0.097)	0.000	(0.097)
Utilities holding codes	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>3.795</b>	<b>3.795</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

#### 12. Place & Development - Strategic Housing Services

This service area has a projected overspend of **£0.800m**. This is because of an overspend on the Temporary Accommodation service area of **£0.958m** and Home improvements of **£0.160m**. The Temporary Accommodation overspend is offset by additional government grant being realised in Social Lettings giving an underspend of **£0.318m**. The latest position for Strategic Housing Services is summarised below:



<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 STRATEGIC HOUSING SERVICES</b>					
<b>Service - Strategic Housing Services</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Housing Development	0.019	0.019	0.000	0.000	0.000
Housing Allocations	0.145	0.145	0.000	0.000	0.000
JEH - Pandeem Court	0.000	0.000	0.000	0.000	0.000
JEH- 81 - 83 High Street	0.000	0.000	0.000	0.000	0.000
Housing Revenues and Reviews	0.140	0.140	0.000	0.000	0.000
Temporary Accommodation	0.110	1.068	0.958	0.958	0.000
JEH LTD-General Admin	0.000	0.000	0.000	0.000	0.000
Housing Advice and Homelessness	0.638	0.638	0.000	0.000	0.000
Customer and Business Support	0.153	0.153	0.000	0.000	0.000
JEH-Herschel Street	0.000	0.000	0.000	0.000	0.000
Home Improvements	(0.111)	0.049	0.160	0.160	0.000
JEH-Broad Oak	0.000	0.000	0.000	0.000	0.000
MHCLG RSI Grant	0.000	0.000	0.000	0.000	0.000
Housing Demand Grants	0.000	0.000	0.000	0.000	0.000
Social Lettings	0.483	0.165	(0.318)	(0.318)	0.000
Strategic Housing	0.179	0.179	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.756</b>	<b>2.556</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</b>

**Temporary Accommodation (TA)** is forecast to overspend by **£0.958m** due to the numbers being accommodated. The latest monthly projections show a small increase in numbers. The projections reflect this approximation for the year end forecast. The increase in homelessness numbers in comparison to previous years places pressure on the unit price being paid for some accommodation such as nightly lets.

#### **Actions to mitigate**

James Elliman Homes Ltd. has been created that will potentially provide extra units for temporary accommodation in the future. The government has also provided Flexible Homeless Grants to assist with the crisis. The Medium Term Financial Strategy currently includes additional growth for Temporary Accommodation from 2019/20.

The Service Lead for Strategic Housing continues to work on several savings proposals to address the in-year pressures, including an independent review of the housing services with recommendations to assist and improve the service.

#### **Home Improvements (HIA)**

The HIA has a budgeted income level that cannot be achieved based on its current levels of funding and capacity.

#### 13. **Place & Development - Neighbourhood Services**

The Neighbourhood Services service area is expected to break even for the year. No significant pressures have been identified as yet.

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES</b>					
Service - Neighbourhood Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Caravan Parks	(0.085)	(0.085)	0.000	0.000	0.000
Enforcement	0.438	0.438	0.000	0.000	0.000
HMO Licencing	(0.100)	(0.100)	0.000	0.000	0.000
Net Team North	0.219	0.219	0.000	0.000	0.000
Net Team South	0.174	0.174	0.000	0.000	0.000
Net Team East	0.225	0.225	0.000	0.000	0.000
Neighbourhoods Resilience & Enforcement	0.492	0.492	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.363</b>	<b>1.363</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

14. **Place & Development - Environment Services**

The Neighbourhood Services service area is expected to break even for the year. No significant pressures have been identified as yet.

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES</b>					
Service - Environmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Waste Management	5.310	5.310	0.000	0.000	0.000
Chalvey Transfer Station	1.483	1.483	0.000	0.000	0.000
Cleansing	2.042	2.042	0.000	0.000	0.000
Public Conveniences	0.000	0.000	0.000	0.000	0.000
Domestic Refuse	4.360	4.360	0.000	0.000	0.000
Grounds Maintenance	0.953	0.953	0.000	0.000	0.000
Waste & Environment	0.016	0.016	0.000	0.000	0.000
<b>TOTAL</b>	<b>14.164</b>	<b>14.164</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

15. **Finance & Resources - Customer & Communications**

This area is projecting a break even position.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CUSTOMER &amp; COMMUNICATIONS</b>					
Service - Customer & Communications	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Information Governance	0.079	0.079	0.000	0.000	0.000
Media & Communications	0.423	0.423	0.000	0.000	0.000
Events	0.003	0.003	0.000	0.000	0.000
Fireworks	0.011	0.011	0.000	0.000	0.000
Printing	(0.054)	(0.054)	0.000	0.000	0.000
<b>TOTAL</b>	<b>0.462</b>	<b>0.462</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>



16. **Finance & Resources - Organisation Development & Human Resources (OD&HR)**

The OD&HR service is projected to breakeven. The services has reduced expenditure Human Resources to reduce the overspend. This is summarised in the table below.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT &amp; HR</b>					
Service - Organisation Development & HR (OD&HR)	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Human Resources	1.010	1.010	0.000	0.130	(0.130)
Health and Safety	0.152	0.171	0.019	0.032	0.013
Training	0.516	0.516	0.000	0.000	0.000
Emergency Planning	0.183	0.151	(0.032)	(0.042)	0.010
Union Work	0.029	0.042	0.013	0.011	0.002
The Slough academy Project	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.890</b>	<b>1.890</b>	<b>0.000</b>	<b>0.131</b>	<b>(0.131)</b>

The reasons for this variance are:

**Health and Safety** – is forecast to overspend by **£0.019m** as a result of a recharge income target that will not be fully realised;

**Emergency Planning** – this is forecast to be underspent by **£0.032m** due to a vacant post and an underspend on joint arrangements;

**Union Work** – an overspend of **£0.013m** is forecast due to staffing cost pressures

17. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of **£0.421m**. This is summarised in the table below with further details following:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 GOVERNANCE</b>					
Service - Governance	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Law & Corporate Governance	(1.118)	(0.828)	0.290	(0.182)	0.472
Corporate Procurement	(0.271)	(0.292)	(0.021)	(0.071)	0.050
Committees Services	0.807	0.824	0.017	0.028	(0.011)
Elections	0.230	0.347	0.117	0.000	0.117
Electoral Registration	0.087	0.113	0.026	0.063	(0.037)
Mayoralty/Civic	0.096	0.093	(0.003)	(0.004)	0.001
Group Support	0.135	0.130	(0.005)	(0.003)	(0.002)
<b>TOTAL</b>	<b>(0.034)</b>	<b>0.387</b>	<b>0.421</b>	<b>(0.169)</b>	<b>0.590</b>

The reasons for this variance are:

**Law and Corporate Governance** - is expected to overspend by **£0.290m**, this is mainly due to increased legal cost pressures.

**Committee Services** - is projected to overspend by **£0.017m** due to member allowances and printing costs;

**Election Service** - projects to overspend by **£0.117m** due to a shortfall in actual against planned income.

**Electoral Registration** - projects an over spend of **£0.026m** due to higher canvasser fees.

18. **Finance & Resources - Digital & Strategic IT**

This service is projecting a balanced outturn. The latest budget summary for this Service Area is reported in the table below.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 DIGITAL &amp; STRATEGIC IT</b>					
Service - Digital & Strategic IT	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
IS & IT	0.837	0.837	0.000	0.000	0.000
Systems Support & Development	0.192	0.192	0.000	0.000	0.000
Information Governance-FOI	0.079	0.079	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.108</b>	<b>1.108</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

19. **Finance & Resources - Corporate Resources**

This Service Area is currently reporting an underspend of £2.120m. This is summarised in the table below the main improvement in the variance are contract savings.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE RESOURCES</b>					
Service - Corporate Resources	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Finance Miscellaneous	0.091	0.103	0.012	0.000	0.012
Corporate Finance	(1.705)	(2.855)	(1.150)	(0.457)	(0.693)
Insurance and Risk	0.297	0.300	0.003	0.027	(0.024)
Internal Audit	0.190	0.190	0.000	(0.006)	0.006
Investigations Unit	(0.050)	(0.008)	0.042	(0.003)	0.045
Care Leavers & Council Tax	0.075	0.018	(0.057)	(0.032)	(0.025)
Finance & Resources	0.132	0.132	0.000	0.000	0.000
<b>TOTAL</b>	<b>(0.970)</b>	<b>(2.120)</b>	<b>(1.150)</b>	<b>(0.471)</b>	<b>(0.679)</b>

20. **Finance & Resources - Transactional Services**

Transactional Services is forecasting a balanced outturn. The latest position is shown below:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>TRANSACTIONAL SERVICES</b>					
Service - Transactional Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Transactional Services	8.005	8.005	0.000	0.000	0.000
<b>TOTAL</b>	<b>8.005</b>	<b>8.005</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

21. **Finance & Resources - Corporate & Departmental Services**  
The latest position is shown below:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>CORPORATE &amp; DEPARTMENTAL SERVICES</b>					
Service - Corporate & Departmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Transactional Services	(0.139)	(0.139)	0.000	0.000	0.000
<b>TOTAL</b>	<b>(0.139)</b>	<b>(0.139)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## SAVINGS MONITOR 2019/20

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
A&C	Adult Social Care	A01D		150	150	0	0	Recover appropriate costs from Better Care Fund	GREEN	Identifying further areas to be charged to BCF	Accounting
A&C	Adult Social Care	A03F		77	0	77	0	Support move to more supported living (LD Residential)	AMBER	Plans in Progress	Strategic Review
A&C	Adult Social Care	A01D		50	50	0	0	Review Provider Services and Personalisation opportunities	GREEN		Strategic Review
A&C	Public Health	A01D		79	79	0	0	Utilise Public Health Funds for Active Slough	GREEN		Accounting
A&C	Adult Social Care	A01M	TF	100	83	17	0	Mental Health - Extension of Hope House Services	AMBER	Plans in Progress	Efficiency
A&C	Adult Social Care	A03C		100	100	0	0	Recommission floating support services	AMBER		Commercial
A&C	Adult Social Care	A05C		40	40	0	0	No appointment to commissioning team QA manager post	GREEN		Staffing
A&C	Communities and Leisure	C025		184	184	0	0	Leisure Services - Leisure Contract Management savings	GREEN		Commercial
A&C	Adult Social Care	C001/C025/C402/F002/F217		125	125	0	0	Leisure Restructuring	GREEN		Staffing
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>811</b>	<b>94</b>	<b>0</b>				
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
<b>Total</b>	<b>Children, Learning &amp; Skills</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Regen	Regeneration Delivery	B071		500	500	0	0	Property Management Team (Delivery & PM Fee )	GREEN	Dependent on volume of work	Accounting
Regen	Regeneration Development	B081		750	450	0	0	Asset Management Team - 1% Charge on Purchases and Disposals	GREEN	This saving is being met as combination of 1% charge and other income streams below	Accounting
Regen	Regeneration Development	B079		1,650	1,950	0	0	Commercial Rental Income via Strategic Acquisition Board	GREEN	£27m Capital Investment Required	Commercial
Regen	Regeneration Development	B082		1,000	1,000	0	0	ESFA - One off funding for school on TVU site	GREEN		Commercial
Regen	Regeneration Development	B079		200	200	0	0	Regeneration - Income generation target	GREEN		Commercial
Regen	Major Infrastructure	D105		200	200	0	0	Sponsorship of Town Centre Assets/Advertising	GREEN		Commercial
Regen	Planning & Transport	D224		19	19	0	0	Planning- increased income from discretionary work and pre-applications	GREEN		Commercial
Regen	Planning & Transport	D010	TF	350	350	0	0	Bus Lane Cameras	GREEN	Dependent on volume	Income
Regen	Planning & Transport	D152		100	100	0	0	Income from Car Park on TVU	GREEN		Income
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
P&D	Building Management	B060		15	15	0	0	Maximise use of office space and FM Contracts Review	GREEN		Efficiency
P&D	Housing	H221	TF	100	100	0	0	Housing Regulations Team - Business Development Manager	GREEN		Efficiency
P&D	Housing	H218	TF	100	100	0	0	Private Sector Acquisition Team (Housing)	GREEN		Efficiency
P&D	Housing	H218		165	165	0	0	Housing Services - Efficiencies	GREEN		Efficiency
P&D	Housing	H218	TF	200	200	0	0	Impact of James Elliman Homes	GREEN		Commercial
P&D	Environmental Services	D880		100	100	0	0	Environmental services - work for other local authorities (Line Painting etc.)	GREEN		Commercial
P&D	DSO	D880	TF	1,200	1,200	0	0	DSO - Fees on Total Highways Capital Programme	GREEN		Commercial
P&D	DSO	D880		50	50	0	0	DSO Traded Services	GREEN		Commercial
<b>Total</b>	<b>Place &amp; Development</b>			<b>1,930</b>	<b>1,930</b>	<b>0</b>	<b>0</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
F&R	Customer & Comms	(50:50 split) B014 & B039		250	250	0	0	Reduction in Transactional Services contract charge following review of IT contract novation	GREEN		Commercial
F&R	Finance	B015		500	500	0	0	Recover appropriate costs following review of HRA recharges	GREEN		Accounting
F&R	Finance	B018		130	130	0	0	Insurance contract	GREEN		Efficiency
F&R	Finance	B015		50	50	0	0	HouseKeeping savings	GREEN		Efficiency
F&R	Finance	B007		35	35	0	0	Audit fee reductions	GREEN		Efficiency
F&R	Finance	B015	TF	400	400	0	0	Increased income from Council Tax and NNDR Collection	GREEN		Income
F&R	Finance	H009	TF	100	100	0	0	Counter-Fraud Invest to Save	GREEN		Income
F&R	Finance	B015	TF	500	0	300	200	Slough Academy - Reduce Agency Spend	AMBER	Discussions in progress in order to confirm probable rating	Staffing
F&R	Finance	B015	TF	290	145	0	145	Electric Vehicle Initiatives	AMBER	The consultation on mileage is approved to begin next year.	Staffing
F&R	Governance	B146	TF	500	500	0	0	Recommissioning and reviews of major commercial contracts	GREEN		Commercial
F&R	Governance	B096		15	15	0	0	Legal Subscriptions	GREEN		Efficiency
F&R	Governance	B096		100	0	100	0	Mobile Telephony	AMBER	Awaiting additional information on contract	Efficiency
F&R	Governance	B096	TF	1,000	0	200	800	3rd & 4th Tier Restructures & Administration Review	RED	Awaiting completion of reorganisation exercise	Staffing
F&R	People	B348		65	65	0	0	Reduction in TMP advertising contract price	GREEN		Commercial
F&R	People	B329		25	25	0	0	Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post)	GREEN		Efficiency
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>2,215</b>	<b>600</b>	<b>1,145</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Non Service Items Treasury	Treasury	L506		750	750	0	0	Minimum Revenue Provision Adjustment	GREEN		Accounting
Non Service Items Treasury	Treasury	L501		340	340	0	0	Wexham - Additional interest following delayed return of Capital	GREEN		Commercial
Non Service Items Treasury	Treasury	L502		50	50	0	0	Increased income from Treasury Management	GREEN		Commercial
<b>Total</b>	<b>Treasury Finance &amp; Resources</b>			<b>1,140</b>	<b>1,140</b>	<b>0</b>	<b>0</b>				

<b>RAG LEGEND</b>	
<b>GREEN</b>	Delivered or on track to be delivered in full
<b>AMBER</b>	Majority delivery of savings expected
<b>RED</b>	Will not be implemented or likely to be not be implemented

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# SLOUGH BOROUGH COUNCIL

## Internal Audit Progress Report

For the Audit and Corporate Governance  
Committee meeting on 9th December 2019

This report is solely for the use of the persons to whom it is addressed.  
To the fullest extent permitted by law, RSM Risk Assurance Services LLP  
will accept no responsibility or liability in respect of this report to any other party.



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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

# 1 INTRODUCTION

This report provides a summary update on progress against the remaining reports from the 2018/19 internal audit plan and the 2019/20 plan (approved by the Audit and Corporate Governance Committee on 7<sup>th</sup> March 2019). The report is based on the position as at the **26<sup>th</sup> November 2019**.

## 2018/19 Internal Audit Plan

We have finalised **two** 2018/19 reports since the previous Audit and Corporate Governance Committee meeting held in September 2019.

- Whistleblowing – (**Advisory**)
- Council Buy Backs – (**No assurance**)

A summary of the high and medium actions is provided below in the appendices.

In addition, we the following **one** 2018/19 report remains in draft:

- Housing Revenue Account - (**Partial assurance**) – issued 23<sup>rd</sup> May 2019 – we are awaiting responses from management to confirm the action owners and implementation dates before we can finalise.

## 2019/20 Internal Audit Plan

We have finalised **eight** 2019/20 reports since the previous Audit and Corporate Governance Committee meeting held in September 2019:

- Temporary Accommodation – (Partial Assurance)
- Rent Arrears Recovery – (Partial Assurance)
- Safety Advisory Group – (Partial Assurance)
- Health and Safety – (Partial Assurance)
- James Elliman Homes – (Partial Assurance)
- Major Transport Infrastructure Projects (Substantial Assurance)
- Fire Safety – (Reasonable Assurance)
- Risk Management – (Reasonable Assurance)

The exec summary findings from the five partial assurances documented above are discussed in more detail below in Appendix A.

In addition, we have issued the following **three** reports in draft as part of the Internal Audit Plan for 2019/20:

- School Audits – Slough Centre Nursery - (issued 27<sup>th</sup> June 2019)
- Workforce Planning – (issued 19<sup>th</sup> September 2019)
- Follow Up Q2 – (issued 25<sup>th</sup> November 2019)

## 2 SUMMARY OF PROGRESS TO DATE 2018/19

Reports shown in bold have been finalised. The table below is a summarised version of the audits reported to this committee and the remaining audits to be delivered.

Executive summaries and action plans from any negative assurance reports finalised since the previous meeting are appended to the bottom of this progress report.










### 2018/19 Internal Audit Plan

Assignment area	Timing Per Approved IA Plan	Fieldwork date/status	Draft report	Final report	Opinion	Actions		
						L	M	H
<b>Whistleblowing</b>	<b>Q2</b>	<b>Final Report</b>	<b>21st December 2018</b>	<b>11th September 2019</b>	<b>Advisory</b>	<b>6</b>	<b>2</b>	<b>2</b>
<b>Council Buy Backs</b>	<b>Q4</b>	<b>Final Report</b>	<b>23rd May 2019</b>	<b>18th September 2019</b>		<b>1</b>	<b>8</b>	<b>1</b>
Housing Revenue Account	Q4	Draft Report – awaiting management responses	23rd May 2019					

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### 2019/20 Internal Audit Plan

Assignment area	Timing Per Approved IA Plan	Fieldwork date/status	Draft report	Final report	Opinion	Actions		
						L	M	H
<b>Health &amp; Safety</b>	<b>Q2</b>	<b>Final Report</b>	<b>11th September 2019</b>	<b>31st October 2019</b>		<b>2</b>	<b>3</b>	<b>2</b>
<b>Safety Advisory Group</b>	<b>Q2</b>	<b>Final Report</b>	<b>18th September 2019</b>	<b>31st October 2019</b>		<b>3</b>	<b>7</b>	<b>0</b>

Governance - James Elliman Homes	Q1	Final Report	6 <sup>th</sup> September 2019	13 <sup>th</sup> November 2019		3	5	1
Rent Arrears Recovery	Q2	Final Report	16 <sup>th</sup> August 2019	17 <sup>th</sup> September 2019		4	4	0
Temporary Accommodation Strategy	Q2	Draft Report	4 <sup>th</sup> September 2019	2 <sup>nd</sup> October 2019		3	4	1
Regulatory Services - Cash Handling Arrangements	Q2	Final Report	2 <sup>nd</sup> August 2019	28 <sup>th</sup> August 2019		5	0	2
Allotments	Q1	Final Report	14 <sup>th</sup> June 2019	15 <sup>th</sup> August 2019		7	3	0
Fire Safety	Q1	Final Report	16 <sup>th</sup> August 2019	17 <sup>th</sup> September 2019		2	3	0
Risk Management	Q2	Final Report	14 <sup>th</sup> October 2019	31 <sup>st</sup> October 2019		3	7	0
School Reviews (Penn Wood school)	Q1	Final Report	27 <sup>th</sup> June 2019	8 <sup>th</sup> July 2019		0	0	0
Major Infrastructure Projects	Q2	Final Report	17 <sup>th</sup> September 2019	19 <sup>th</sup> September 2019		2	0	0
Follow Up - Q1	Q1	Final Report	10 <sup>th</sup> July 2019	29 <sup>th</sup> July 2019	Reasonable Progress	-	-	-
School Reviews (Slough Centre Nursery)	Q1	Draft Report	27 <sup>th</sup> June 2019					
Workforce Planning	Q2	Draft Report	19 <sup>th</sup> September 2019					
Follow Up - Q2	Q2	Draft Report	25 <sup>th</sup> November 2019					
Council Tax	Q3	In QA						

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Budgetary Control & Financial Reporting	Q3	In QA
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Treasury Management	Q3	In QA
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Assurance Mapping	Q3	In QA
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General Ledger	Q3	In QA
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Capital	Q3	In Progress
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Rent Accounts	Q3	In Progress
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Cash Handling	Q3	11/12/2019
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Housing Benefit	Q3	12/12/2019
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Business Rates	Q3	16/12/2019
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Assets	Q4	17/12/2019
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Follow Up - Q3	Q4	02/01/2020
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Payroll	Q4	06/01/2020
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Continuing HealthCare	Q4	13/01/2020
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Matrix	Q4	20/01/2020
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Creditors	Q4	21/01/2020
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Debtors Management	Q4	30/01/2020
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School Reviews	Q4	07/02/2020
Governance	Q4	10/02/2020
Follow Up - Q4	Q4	23/03/2020
Delivery of the Transformation Programme Board	Q4	February 2020
Heathrow Strategic Planning Group (HSPG)	Q3	March 2020
Contract Management - Everyone Active Leisure Contract	Q4	January 2020
Emergency Planning / BCP Support	Q2 / Q3	In Progress

## 3 OTHER MATTERS

### 3.1 Changes to the 2019/20 audit plan

Auditable area	Reason for change
2019/20 Internal Audit Plan	
There have been no proposed changes to the Internal Audit Plan	

### 3.2 Impact of our work to date on the 2019/20 year end opinion

The Committee should note that any negative assurance opinions ('No Assurance' or 'Partial Assurance' opinions, or poor or little progress on follow ups) will need to be noted in the annual report and may result in a qualified or negative annual opinion.

Where we have issued any negative opinions, i.e. 'no assurance' (red), 'partial assurance' (amber / red) or 'little or poor' progress follow up reports, these opinions will impact our 2019/20 Head of Internal Audit Opinion for the Council. To date, we have issued six final reports over which the Council can take only '**partial**' assurance in relation to cash handling arrangements within Regulatory Services, Temporary Accommodation arrangements, Rent Arrears Recovery processes within Housing, Governance with regards to James Elliman Homes, Safety Advisory Group and Health and Safety.

### 3.3 Information and briefings

The following items were highlighted as part of our information briefings since the last Audit and Corporate Governance Committee in September 2019:



## **Councils awarded over £750,000 to improve services through digital technology**

Luke Hall, Local Government Minister, has announced that councils looking to improve services using digital technology have been awarded £753,000. Six projects by local authorities working together across the country have received the investment from the Ministry of Housing, Communities and Local Government's (MHCLG) 'Local Digital Fund.' They include projects aimed at improving online housing repairs services, making websites for planning applications easier to use, and giving residents smoother methods of online payment.

## **Learning toolkit for local authorities**

MHCLG has published a learning toolkit for local authorities to help them with enforcement against rogue landlords and letting agents. The interactive resources include a knowledge bank, interactive learning tool and action plan. The knowledge bank includes detailed answers to questions raised by local authority enforcement offices during nationwide training workshops earlier this year. The questions cover topics including regulatory issues, environmental concerns and landlord and tenant behaviour. The learning tool provides:

- a knowledge check section which helps enforcement officers to assess existing awareness of enforcement guidance and legislation on rogue landlords;
- a guided exercise aimed at supporting local authority officers to implement their enforcement strategy in a practical way; and
- further information on guidance and policy support available to local authorities regarding enforcement issues.

## **Local government finance settlement 2020 to 2021**

The Ministry of housing, Communities and Local Government (MHCLG) has published a consultation document setting out in greater detail its proposals for how to fund local government in 2020 to 2021. The Spending Round confirmed that councils will receive the biggest year-on-year real terms increase in funding for almost a decade. Local authorities across England can now submit views to the government's funding proposals for the sector in the next financial year. The Core Spending Power of local authorities is estimated to rise in real terms by 4.3 per cent to £49.1bn in 2020 to 2021, an increase of £2.9bn. As part of this local authorities will be able to access an additional £1.5bn of funding for adult and children's social care. The consultation closes on 31 October 2019.

## **Councils awarded £500,000 for digital technology innovations**

The Ministry of Housing, Communities and Local Government (MHCLG) has announced that councils have been awarded over £500,000 from the Local Digital Fund. The funding will support seven digital technology projects exploring the use of digital technology to improve local public services. The digital research and development projects will look at improving the efficiency of the planning system, predicting demand in children's social care and enabling better information sharing to drive improvements in local services. The fund will also support digital skills and leadership training for council staff.

## **More funding to help crack down on criminal landlords**

Robert Jenrick, Housing Secretary, has announced a further £4m funding for councils to support projects which take effective and targeted action against criminal landlords. The funding will also support good landlords in fulfilling their responsibilities and empower tenants to make good use of their rights. The additional funding follows on from last year where over £2m was shared amongst 56 projects, reaching 100 councils. The government have given local authorities strong powers to force landlords to make necessary improvements to a property and this funding helps councils to capitalise on their strengthened powers.

## Leadership Index survey

The New Local Government Network (NLGN) has published findings from its quarterly survey of chief executives, leaders and council mayors from local authorities across the UK. Key findings include:

- only 5 per cent of council chiefs feel positive about the impact of Brexit on their local economy, with 71 per cent expecting Brexit to have a 'negative' or 'very negative' impact on development;
- the proportion feeling optimistic has fallen by 54 per cent since NLGN first asked the question in March 2018; and
- 79 per cent of respondents have had to divert resources from key public service like healthcare, adult social care and children's services to prepare for Brexit.


## £38m funding to speed up development of over 2,000 homes

Homes England has agreed funding deals with six local authorities worth £38.2m in order to accelerate the construction of more than 2,000 'much-needed homes across England.' The funding is part of the government's £450m Local Authority Accelerated Construction (LAAC) programme. The funding will be used by the local authorities to invest in infrastructure and enabling works to get 13 sites ready for the development of new homes. Stephen Kinsella, Chief Land and Development Officer at Homes England, stated 'this funding will enable local authorities to prepare their sites for development and to bring forward the construction of homes. New homes will then be built out at pace using modern methods of construction.'

We have also issued two client briefings since the last Audit Committee which have been added to the agenda as information items:

- Catch 22 - Digital Transformation and its Impact on Cyber Security
- Trust in the Boardroom

# APPENDIX A: KEY FINDINGS FROM FINALISED 2018/19 AND 2019/20 INTERNAL AUDIT WORK (HIGH AND MEDIUM PRIORITY MANAGEMENT ACTIONS ONLY WHERE PARTIAL OR NO ASSURANCE REPORTS HAVE BEEN ISSUED)

<p><b>Council Buy Backs – 39.18/19</b></p>		<p><b>1 High</b> <b>8 Medium</b> <b>1 Low</b></p>
<p>We identified the following key issues which have resulted in <b>eight</b> medium and <b>one</b> high priority management actions being agreed:</p> <p><b>Approval of Buy-Backs</b></p> <p>As per the Council's Constitution, the acquisition of leasehold interests up to £250,000 requires Chief Executive and Director authorisation, whilst acquisitions exceeding this threshold require Cabinet approval. Despite this, we found that the approval for the purchase of buy-back properties both within and above the threshold amount, had been granted by the Service Lead - Strategic Housing. Without suitable approval, there is the risk that properties are inadequately procured without appropriate scrutiny. <b>(High)</b></p> <p><b>Buy-Back Strategy</b></p> <p>There is currently no overarching strategy in place to align the buy-backs process with the Council's strategic objectives. There is also no inclusion of buy-backs within the Asset Management Strategy or Housing Revenue Account (HRA) Business Plan 2017-2047. In the absence of a strategy outlining a clear appraisal framework for council buy backs, there may be an inconsistent approach to accepting and rejecting buy-back offers. <b>(Medium)</b></p> <p><b>Procedural Documentation</b></p> <p>There is a 'Buy-Back Application Procedure' in place at the Council, which has been developed by the Leasehold team. This document includes the 11-steps to be followed from receipt of a buy-back offer to the legal proceedings to complete the purchase, however does not capture the entire end-to-end process including remedial works.</p> <p>If there is insufficient procedural guidance in place, there is a risk that staff may administer inconsistent practices through the buy-back process. This may cause untimely processing of applications, potentially compromising the Council's ability to process application within eight weeks. <b>(Medium)</b></p> <p><b>Receiving Buy-Back Offers</b></p> <p>A progression spreadsheet is used to record the dates on which key milestones such as receipt of offer, acknowledgement letter and bid to seller, occur. Through review of the spreadsheet, we identified that there were 20 buy-back properties listed, for which 15 had incomplete entries. While this was updated during the time of our audit, there is still a gap in the process which needs to be addressed to ensure completeness of information.</p> <p>Without a complete record of properties, assessment cannot be made on the efficiency of the buy-back process and therefore it cannot be identified if statutory or internal timescales are met. Additionally, where key milestones are not monitored, there is a risk that the Council could miss out on opportunities to buy back available property, if not processed in a timely manner. <b>(Medium)</b></p>		

## Department Communication

The Council's Asset Management, Property Services, Finance and Performance and Legal teams are contacted by Leasehold Services to complete various tasks to complete buy-back purchases. These tasks include, valuing potential properties, performing rent appraisals and conducting the conveyancing amongst others.

Only after this is the RMI / Voids team contacted to undertake any remedial work, upon receipt of keys. We found that the variance between estimated costs, as per the Property Services evaluation and actual RMI costs amounted to a total of £33,913 for our sample of eight properties purchases since April 2018 (a difference of 25 per cent). If comprehensive cost evaluations are not completed prior to purchase, there is an inaccurate knowledge of remedial costs and a risk of inappropriate decisions and bid values being made. **(Medium)**

## Decision-Making Process

In order to make buy-back decisions, key information is gathered relating to the property including a profit calculation spreadsheet, property valuation and remedial cost report. For a sample of eight properties bought-back since April 2018, we identified that only the market value was presented to the approver rather than the property value, taking account of remedial work required to bring the property back to an appropriate standard, with the basis for the property valuation excluded. As a result of this, there is a risk that decision-makers are not provided with sufficient material to approve potential purchases given that they cannot take assurance of the factors behind valuations. **(Medium)**

We also noted that the estimated remedial costs required to bring properties up to market standard are not factored into the Council's bid price. The total estimated costs amounted to £80,440, for our sample of properties, representing four per cent of the total bid prices. Without factoring in remedial costs, there is a risk of the Council potentially overpaying for buy-back properties. **(Medium)**

## Financial Appraisal

A profit calculation spreadsheet is used to provide a forecasted financial analysis of buy-back proposals. Through discussion with the Group Accountant - Housing, we identified that this calculation was using outdated assumptions regarding debt financing and that the Finance and Performance Team were not afforded the opportunity to review any buy-back financial assumptions. There is a risk that with a lack of appropriate scrutiny, inaccurate financial appraisals are escalated and used to make buy-back decisions. **(Medium)**

## Buy-Back Reporting

Buy-Backs information is presented monthly to Housing Services via a Performance Table document which includes a key performance indicator (KPI) scorecard. Although the number of buy-back applications and completed buy-backs are reported, we found that no process performance related data such as timeliness, is mentioned to allow for the review of efficiency. Furthermore, there is currently no information shared with the Corporate Management Team (CMT) and so, there is no scope for decisions to be considered by individuals making strategic decisions within Council Leadership. In absence of this, there is a risk that due challenge and scrutiny on the function of buybacks is not undertaken. This may lead to underlying issues to not be identified and addressed accordingly. **(Medium)**

Ref	Findings Summary Management Action	Priority	Implementation Date	Manager Responsible
1	The purchase of buy-back properties will require two-fold authorisation, from both the current Housing Development and Contracts Services Lead and the Director of Regeneration.	High	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts

	In addition to this, the Council will explore the possibility of discussing and scrutinising buy-back decisions, either via the current Strategic Acquisition Board or by founding a Housing Acquisition Board.			
2	<p>As part of the wider 'Housing Acquisition' strategy, the Council will implement a Buy-Backs strategy. The strategy should be approved by Cabinet and include:</p> <ul style="list-style-type: none"> <li>• Scope of the strategy, setting out the legislative parameters around right-to-buys and buy-backs;</li> <li>• Aim of the policy, set in the context of the Council's Housing Strategy;</li> <li>• Criteria documenting the factors which will determine whether the Council buy-back the property. This will include (amongst others): <ul style="list-style-type: none"> <li>o The purchase price and the availability of capital funds;</li> <li>o The financial viability of the investment including NPV analysis and payback periods;</li> <li>o Nature and extent of remedial work to be carried out;</li> <li>o There is a specific need for a type of property being offered; and</li> <li>o Whether there are incidental benefits (for example, savings through alleviating temporary accommodation costs)</li> </ul> </li> <li>• Procedures around processing offers under the Right of First Refusal (RoFR);</li> <li>• Procedures around processing offers under non RoFR properties;</li> <li>• How buy-backs are financed;</li> <li>• Framework detailing how bid price is determined; and</li> <li>• The governance structure in place to approve buy-back proposals including the following: <ul style="list-style-type: none"> <li>o The scrutiny of proposals at a relevant forum (i.e. the current Strategic Acquisition Board or founding a Housing Acquisition Board as per finding 6.4)</li> <li>o Authorisation from the Housing Development and Contracts Services Lead; and</li> <li>o Authorisation from the Director of Regeneration.</li> </ul> </li> </ul> <p>The policy will be subject to periodic review and will be made available to the public via the Council's website.</p>	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts

3	<p>The buy-back procedural document will be formally reviewed with input from each of the following departments involved within the buy-backs process:</p> <ul style="list-style-type: none"> <li>• Leasehold Services;</li> <li>• Property Services;</li> <li>• Asset Management;</li> <li>• RMI/ Voids Team;</li> <li>• Finance; and</li> <li>• Legal.</li> </ul> <p>The document will be updated to include the Statutory and internally set timescales for customer correspondence as well as the revised processes concerning buybacks.</p> <p>Given the comprehensive nature of the procedure, the document will be subject to approval by Service Lead's for each of the above-mentioned departments.</p> <p>Upon review, the document will be accessible to all relevant parties.</p>	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts
4	<p>The progression spreadsheet will be maintained to accurately reflect the following:</p> <ul style="list-style-type: none"> <li>• Date notification to sell was received;</li> <li>• Date acknowledgement of receipt was sent;</li> <li>• Date other departments were engaged with (Property Services, Asset Management, Finance, Legal, RMI team);</li> <li>• Date of each departments' response;</li> <li>• Date the proposal was presented and approved;</li> <li>• Date the outcome has been reported to the seller;</li> <li>• Date the Council's offer has been accepted;</li> <li>• Type and scale of voids work required;</li> <li>• Date voids work starts; and</li> <li>• Date voids work ends.</li> </ul> <p>Any instructions to 'hold' the buy-back process will also be noted.</p> <p>In addition to this, the spreadsheet will be expanded upon to include performance measures including but not limited to the following:</p> <ul style="list-style-type: none"> <li>• Timeliness to send acknowledgment of receipt letters;</li> </ul>	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts

	<ul style="list-style-type: none"> <li>• Timeliness of responses from the other departments;</li> <li>• Timeliness of the entire process (from date of receipt of offer to date of outcome reported to seller); and</li> <li>• Timeliness of conveyancing timescales between date legal services are instructed and date the purchase is completed.</li> </ul>			
5	Leasehold Services will include the RMI/ Voids team (or Capital works team, as appropriate) in the initial contact with the other departments, to ensure cost valuations are completed to an adequate standard.	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts
6	The basis for the property valuation will be included in the documentation provided to the individual or forum approving buy-backs.	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts
7	The cost of remedial work determined by Property Services and the RMI/ Voids team will be factored into the bid price for buying-back properties.	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts
8	The Finance and Performance Team will receive the financial appraisals for buy-back properties, so as to allow for appropriate scrutiny of the financial assumptions, prior to the escalation of proposals for approval.	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts
9	<p>The updated progression spreadsheet will be monitored and reviewed at Housing Services team meetings to analyse performance and identify process areas for which timeliness is an issue.</p> <p>CMT will be informed of both purchases and when subsequent void work has been completed for properties under the buy-backs scheme.</p>	Medium	31st Dec 2019	John Griffiths Service Lead Housing Development and Contracts



0 High  
4 Medium  
4 Low

We noted the following issues, resulting in three medium priority management actions:

**Rent and Arrears KPI Reporting and Monitoring**



A set of 21 KPIs for rent and arrears are reported and discussed as part of the monthly Rent Recovery Team meetings, four of which are escalated to the monthly service-wide Housing Services Performance meetings. Through review of the KPI information presented at the past three meetings for both of these forums (April to July 2019), we found that despite the reporting of significant adverse performance, no explanations nor remedial action plans were documented. If the reasons for failing to achieve targets are not identified, preventative action cannot be agreed and implemented. There is therefore an increased likelihood that adverse performance is not addressed and KPI targets continue to be missed. **(Medium)**

**Former Tenant Arrears Recovery**



A systematic approach to recovering outstanding rent amounts from former tenants is outlined within the Former Tenant Procedure notes. We selected a sample of ten former tenants with arrears as of 16 August 2019, confirming that appropriate debt recovery processes had been followed and recorded for each. We did note however that in four instances, no follow up action had taken place given that these balances did not exceed £3,000. Further testing identified that there were 2,348 individual balances (each below £3,000) totalling £884,148 owed to the Council and that a significant proportion of these related to previous financial years (These are detailed within Appendix A). There is an increased risk that former tenant arrears are not recovered if balances below £3,000 are not reviewed, resulting in a financial loss to the Council. **(Medium)**

**Aged Debt Profile of Former Tenant Arrears**



Analysis of the debt profile of former tenant arrears revealed that £1,037,341.67 (69 per cent) of outstanding former tenant arrears is currently outstanding where the tenancy had ended in 2017 or earlier. If rent arrears are not recovered in a timely manner, there is an increased risk that the balance becomes irrecoverable. The amounts below are outstanding balances and as such have not been written off. **(Medium)**

**Collectability of Former Tenant Arrears**




The Council utilises debt collection agency, Stanford and Green, to recover former rent arrears, however this arrangement was not subject to competitive tendering nor is there a contract in place for the provision of this service. Since April 2018, a total of £61,269 has been paid to the agency, expenditure which as per the Council’s Financial Procedure Rules, requires a formal tendering exercise. Without defining the expected responsibilities in relation to rent arrears chasing within a contract, there is an increased risk that performance cannot be held to account and obligations cannot be enforced.

We further identified that a number of other debt collection agencies are used to collect separate Council income, including council tax and parking fines, with total payments made to these since April 2018 exceeding £190,000. At the date of review, we were not provided with evidence that a competitive tender exercise has been completed for these agencies either. In the absence of a tendering process for these services, there is an



increased risk that the Council is not receiving value for money in terms of effectiveness nor achieving economies of scale through the use of one agency. <b>(Medium)</b>				
1	The Council will review the reporting format of Rent Arrears KPIs presented to both Rent Recovery and Housing Services meetings. This will include introducing a narrative section in order to detail reasoning for adverse performance observed within individual KPIs.	Medium	31 <sup>st</sup> December 2019	Kavita Dill - Project Manager (Quality Assurance)
2	The Council will introduce a Service and Improvement Group to investigate the issue concerning former tenant rent arrears balances which are below £3,000. Following this, a strategy will be devised in order to recover amounts owed to the Council.	Medium	31 <sup>st</sup> March 2020	Colin Moone - Service Lead – Housing (People) Services
3	The Council will investigate the reason behind using multiple debt collection agencies (DCA) and ascertain whether it is necessary to use multiple agencies. The Council will also complete a tendering exercise to ensure that DCAs used for Former Tenant Arrears represent sufficient value for money. Additionally, the Council will agree a contract in place with the awarded DCA to ensure that the collection methods used by the agency are agreed. Collection success rates will be agreed and monitored through the Rent Recovery Team Meetings.	Medium	31 <sup>st</sup> March 2020	Colin Moone - Service Lead – Housing (People) Services
4	The Council will undertake an exercise to review historic former tenant arrears and balances will be written off as appropriate.	Medium	31 <sup>st</sup> December 2019	Debra Gilbert – Arrears and Investigations Manager

Temporary Accommodation – 7.19/20		<b>1 High</b> <b>3 Medium</b> <b>4 Low</b>
<p><b>We noted the following issues, resulting in one high and four medium priority management actions being agreed:</b></p> <p> <b>Strategic Monitoring and Reporting</b></p> <p>TA service area performance is reported and reviewed monthly at the Housing (People) Services managers meetings. The report produced outlined performance against four key performance indicators (KPIs) for TA. Through review of the three most recently produced reports for April, May and June 2019, we found that none of the KPIs had been met and no rationale or explanation was provided. Therefore, there is an increased likelihood that the causes of adverse performance remain unidentified, prohibiting the ability to implement remedial action. <b>(Medium)</b></p>		



### Periodic TA Visits

Contact with households residing in TA is scheduled after six weeks, three months, six months, one year and then annually in order to identify and resolve any problems. Through our testing of 20 households currently residing in TA, we found issues relating to the frequency, completion, and timeliness of undertaking visits, as well as inaccuracies in recording the reasons for delayed visits. If visits are not completed as per the agreed schedule, household problems may not be identified, addressed and resolved by the TA team, whilst failure to upload the reasons for missed/ delayed visits prohibits the monitoring of this. **(Medium)**



### TA Placement Process

We selected a sample of 20 households that had entered TA since January 2019 in order to ensure all processes had been followed and corresponding documents had been retained on the digital image processing system (DIP). By means of a system walkthrough and review of the documentation, we confirmed that the correct process had been adhered to by the officers responsible. We noted however that the evidence of three Section 188 decisions and a complete spot purchase approval form had not been uploaded onto the DIP system. Failure to retain all documentation relating to TA cases decreases the ability of the Council to demonstrate process compliance. **(Medium)**



### Homelessness Decisions

The Housing Demand team must assess and make a decision upon the homelessness status of households after 56 days of acceptance into TA, after which the Council's relief duty ends. We identified that of 189 decisions reached since 1 January 2019, 61 of these took longer than the relief duty period. We found that for a sample of ten negative decisions, six of these took longer than 56 days to reach with a longest period of 105 days. Delays in reaching homelessness decisions increase the potential for ineligible households remaining in TA after the relief duty has expired. This increases the likelihood that TA team members must use costly nightly rate share and bread and breakfast accommodation to house new applicants. **(Medium)**



### Safety Assurances

A total of 137 properties are used by the TA team to accommodate households that are covered as part of the RMI contract, however no safety assurances are sought by the team prior to the placement of households in these properties. As part of our testing of 20 currently used accommodations, we identified that nine of these were covered by the RMI contract. Through review of the relevant safety documents with the RMI team we found that two energy performance certificates (EPCs) had expired whilst one smoke alarm and two carbon monoxide detectors were not confirmed as present. Without assurances regarding the safety compliance of properties, there is an increased risk of placing households into unsuitable accommodation which could impact the Council's reputation and result in legal issues should anything go wrong. **(High)**

1	<p>Upon the review of safety reassurance arrangements at the Council, the TA Team will be provided with assurance that properties covered by the RMI contract are fit for purpose and comply with the following safety checks:</p> <ul style="list-style-type: none"> <li>• Gas Safety Certificates;</li> <li>• Electric Installation Condition Reports;</li> <li>• Energy Performance Certificates (EPCs);</li> </ul>	High	31st December 2019	Debra Gilbert - Arrears and Investigations Manager
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	<ul style="list-style-type: none"> <li>• Carbon monoxide detectors (where applicable); and</li> <li>• Smoke alarms.</li> </ul>			
2	The Council will review the reporting format for Housing Services KPIs, ensuring that when these are not achieved, clear reasoning is provided.	Medium	31st December 2019	Debra Gilbert - Arrears and Investigations Manager
3	<p>The following will be implemented as part of the current review of the CSM area within the Capita system:</p> <ul style="list-style-type: none"> <li>• each household currently residing in TA will be updated to the new 'TA Management' case workflow;</li> <li>• all six weekly, 3 monthly and annual visits will be accurately scheduled and undertaken; and</li> <li>• reasoning for tasks completed after expected dates will be mandatory.</li> </ul>	Medium	31st December 2019	Debra Gilbert - Arrears and Investigations Manager
4	<p>The Arrears and Investigations Manager will ensure that all approvals relating to TA, including spot placements are received.</p> <p>Furthermore, all documentation relating to the TA process will be uploaded onto the DIP.</p>	Medium	31st December 2019	Debra Gilbert - Arrears and Investigations Manager

James Elliman Homes 8.19/20



1 High  
5 Medium  
3 Low

We noted the following issues, resulting in five medium priority management actions being agreed:



#### Drawdown Requests

We obtained a report of all financial transactions occurring since April 2019 between Council and Subsidiary and from this, selected a sample of five. We confirmed that three of these had been approved as appropriate by JEH Directors and Council leadership (s151 Officer). The outstanding two transactions related to emergency loans, requested by the former Head of Financial Management and Group Accountant - Contract Management on behalf of the company in the absence of the Head of Finance (Transaction). In both instances the loans had not been authorised by JEH Directors prior to the transfer however retrospective approval was sought.

We noted that there is no financial procedure document in place at JEH and so, no approved process nor outline of delegated authority for requesting emergency loans. Without this, financial decisions may be undertaken in a manner not befitting company policy by individuals not authorised to do so. **(Medium)**



### JEH Terms of Reference

There are currently no Terms of Reference (ToR) in place for the JEH Board. In lieu of this, board responsibilities are covered across the Articles of Association, Acquisition Strategy and shareholder agreement. Through review of the three most recent JEH Board meeting minutes (January, February and March 2019), we confirmed that quoracy and director responsibilities were being fulfilled as expected.

We did note however that the reporting arrangements to be agreed as per the shareholder agreement and business plan had not yet been clearly outlined. In addition to this, the performance indicators expected to be reported on as per the agreement and Acquisition Strategy had not been created, identified or communicated. In the absence of agreed terms of reference or performance indicators, there is a risk that the Council may not have in place an effective framework to enable the performance of the JEH Board to be effectively monitored. **(Medium)**



### Potential Director Conflicts of Interest

There is the potential for conflicts of interest to arise due to staff members who are responsible for the delivery of a number of Council housing services also being members of the JEH Board. For example, one of the measures used to determine the performance of Housing (People) Services relates to housing homeless households and this is a priority of the corresponding service lead at the Council. This service lead is also a member of the JEH Board, who is expected to approve the purchase of financially viable properties, and therefore a conflict may be present in that any JEH properties may be used to combat homelessness by their service line. There is therefore the potential for detrimental decisions to be made on behalf of JEH in order to fulfil SBC-based targets. **(Medium)**



### JEH Reporting Arrangements

There are currently no non-financial performance reporting arrangements in place between JEH and the Council. Although an independent subsidiary, the Council retains full ownership of the company and should be receiving updates against agreed upon key performance indicators such as the number of properties purchased as per the shareholder agreement, Acquisition Strategy and business plan. Without such reporting arrangements, the Council has no oversight into the position of JEH and so cannot scrutinise its performance. **(High)**



### Purchasing in line with the Housing Strategy (AEF)

We identified that a scoring system was in place in order to warrant a business case for acquisition approval. This is known as the AEF score. As part of our testing, we confirmed that the calculated AEF score for each of our sample of 10 acquired properties exceeded the minimum threshold of 275 out of a possible 500 (55%). Nevertheless, we were unable to obtain the workings used to calculate the AEF's of the properties as these are not retained, with only the score input into the business case.

We were advised by the Principle Asset Manager that this is due to the calculation being carried out from a template paper sheet, which is used for every calculation.

Given that AEF calculations are not retained, there is a risk that JEH cannot provide themselves, the Council or other relevant third parties with assurance over the accuracy and appropriateness of AEF calculations. Without this, and the absence of an audit trail, the Council cannot be assured that decisions have been made in line with the agreed policy. **(Medium)**

### Purchasing in line with the Housing Strategy (Acquisition Strategy)






Our testing confirmed that a Housing Acquisition Strategy was in place, along with the AEF scoring system to evaluate the viability of acquisitions, and we were able to verify that these were able to confirm the subsequent approval for these on 21 June 2017. We noted however that the SLA states the requirement for the Acquisition Strategy to be reviewed and refreshed annually and our discussions with the JEH chair found that this yearly review had not taken place.

During further review of this documentation, we had also found that the Acquisition Strategy also did not detail the 'next review date'.

Without outlining a next review date for the Acquisition Strategy, there is a risk that the board will not undertake this exercise in conjunction with asset management services. Therefore, the document may not continue to reflect the operating model and acquisition policy of the company. In addition to this, the responsibilities as agreed within the terms of the SLA would not be fulfilled. **(Medium)**

1	The chair of the JEH Board will ensure that the SBC / JEH SLA is formally signed by authorised representatives from each body. This will also be regularly reviewed, with progress against agreed actions also presented.	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development
2	The company shall produce a financial procedure document, including but not limited to, the following: <ul style="list-style-type: none"> <li>• The process for drawdown requests and required approval;</li> <li>• The process for requesting emergency funds and required approval; and</li> </ul> The individuals to whom financial responsibility is delegated in times of Director absence.	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development
3	The JEH Board will establish a ToR documenting the following: <ul style="list-style-type: none"> <li>• Any individual Roles and Responsibilities held by any of the JEH Directors;</li> <li>• Quorum;</li> <li>• Membership;</li> <li>• Reporting lines between the sub-group and board; and</li> <li>• Reporting into the Council’s governance structure as per finding 9.</li> </ul> The ToR will also be subject to periodic review.	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development
4	The calculations used to determine the AEF score for each individual property will be retained by the Company.	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development
5	The company will ensure that the Acquisition Strategy / AEF is subject to annual review by the asset management team and subsequent approval by the board.  The company will also ensure that the Acquisition Strategy/ AEF is updated to include a version control section, detailing the date of the next annual review.	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development

6	<p>The company will ensure that an annual Board Members conflicts of interest exercise is undertaken, identifying any potential conflicts of interest that may arise between JEH operations and Council responsibilities.</p> <p>Any conflicts identified during this exercise will be considered at board level in order to determine if the identified conflicts of interest have a detrimental effect on the achievement of JEH objectives.</p> <p>Additionally, the Company will include a declaration of interests standing agenda item at meetings, where conflicts can be regularly monitored.</p>	Medium	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development
7	<p>The Council will consider the reporting requirements expected of James Elliman Homes as part of a reporting review.</p> <p>Once finalised, the arrangement will be clearly outlined to the relevant individuals at the company and included in the ToR as per finding 3.2.</p>	High	31 <sup>st</sup> December 2019	John Griffiths – Service Lead Housing Contracts and Development

<p><b>Safety Advisory Group 12.19/20</b></p>		<p><b>0 High</b> <b>7 Medium</b> <b>3 Low</b></p>
<p> <b>SAG Meetings</b></p> <p>We selected a sample of SAG meeting minutes (July 2018, November 2018, March 2019, April 2019 and May 2019). Through review, we had found meeting minutes were inconsistently undertaken, thus could only confirm that one of these had been formally documented (July 2018). For the remaining meetings, we had found that meetings had been cancelled, and emails sent in place of these, and meeting minutes had not been finalised (November 2018).</p> <p>We had also identified an inconsistent approach had been developed for agendas, whereby we were only able to confirm that one had been created and circulated in one case (November 2018). If formal meetings are not undertaken, there is an increased likelihood that a full review of events and key matters may not be discussed and reviewed appropriately, thus leading absent or inadequate reviews of events safety arrangements. <b>(Medium)</b></p> <p> <b>Policy and Procedures:</b></p> <p>We had found that no specific policy or procedural guidance relating to SAG activity had been created. If policy or procedural guidance is not in place, there is an increased likelihood that the full role of the SAG and the processes in which it adopts will not be realised. This may lead to inconsistent practices being adopted, including an overall decrease in the effectiveness of the SAG.</p> <p>We also reviewed a process map created for the SAG. Although our review confirmed that this included steps in the SAG process such as the Events and Commercial Officer obtaining enquiries from the event organiser; requesting and receiving event plans and risk assessments and advising the SAG of the event application, we found that the map did not detail the process for the arranging of a SAG meeting to discuss the event, or the steps to be taken to communicate feedback following the events review. We also found that this was</p>		

not shared or communicated with relevant staff. If the SAG process is not regularly reviewed, made available and communicated to staff, there is an increased likelihood of an unawareness of current processes, leading to inconsistent practices being adopted. **(Medium)**



### **SAG Process:**

We selected a sample of 10 events over the previous 12 months to ensure that the SAG process had been followed and supporting evidence was available to support this and found the following:

#### **Event Notification and Event Booking form (EBF) / Event Plan and Risk Assessments:**

- Notifications for proposed events were only received from event organisers by the SAG in 4/10 cases; for the remaining 6/10 cases, no notification was received by SAG.
- An Events Booking Form (EBF) had not been received from the Event Organiser in 8/10 cases; and
- We were unable to obtain any evidence to demonstrate that any EBFs had been sent to Event Organisers to complete

#### **Event Plan and Risk Assessments:**

- An event plan and corresponding risk assessment had been sent to the Events and Commercial Officer in four instances;
- In a further two cases, only the event plan has been submitted, and for the remainder of the sample, neither an event plan or risk assessment had been submitted.
- We were also unable to obtain any evidence to show that events plans, and risk assessments had been requested from event organisers, thus were unable to conclude whether deadlines had been set for this.

If Event Booking Forms are not sent to event organisers, with a clear timescale for completion and return, there is an increased likelihood that events will not be adequately assessed, thus leading to high risk events not being reviewed. In turn, this may have a direct impact on the potential safety of the event. If event plans and risk assessments are not obtained in a timely manner, there is an increased likelihood that the SAG may be unable to adequately review events. This may lead to the SAG unfulfilling its core responsibilities. **(Medium)**

#### **Event Review and Feedback:**

- We found that a formal SAG review had taken place for five sampled events; and
- Evidence was only available to demonstrate that formal feedback had been provided following two of these reviews.

If events are not formally reviewed by the SAG and provided with formal feedback, there is an increased likelihood that event organisers may not receive the appropriate assurances for events in regard to safety. This may lead to the SAG not adequately fulfilling its defined responsibilities. **(Medium)**



### **Discharge of Responsibilities**

We had selected a sample of five SAG responsibilities, as per their Terms of Reference. We could only verify that the following two responsibilities were being discharged in part:

- To advise the local authority and/or event organiser on the event, venues and its immediate environs as required, in order to ensure high standards of Health & Safety, and welfare planning; and



- Promote good practice in safety & wellbeing planning, and a consistent and coordinated multiagency approach to event planning and management.

We were also unable to confirm the discharge of a further two responsibilities. These were:

- To receive and review notification of the issue of any prohibition notice and any prosecutions and advise the local authority and/or event organiser regarding implications of such enforcement; and
- To receive and review reports in relation to matters found during inspections by group members and advise the local authority and/or event organiser regarding implications of reports.

During discussions with the Emergency Planning and Business Continuity Manager, we were advised that due to the length of time since the creation of the Terms of Reference, the responsibilities detailed may not currently accurately reflect current SAG activities.

If documented responsibilities are not accurately detailed, up to date and discharged, there is an increased likelihood that the SAG may not be deemed as active effectively when held under scrutiny, which could impair the reputation of the SAG within the Council. **(Medium)**



### Role and Authority of the SAG and Reporting Arrangements

We were advised by the Events and Commercial Officer and the Emergency Planning and Business Continuity Manager that there are no formal reporting arrangements in place within the Council for SAG, and as such no formal update on the work SAG has undertaken is reviewed by the Council. We have noted best practice guidance published by the Emergency Planning College provides detail of reporting arrangements, stating resolutions should be recorded, and it should be required to produce regular reports for the consideration by the local authority. If regular update reports are not provided to the Council, there is an increased likelihood that senior management and relevant departments may be unaware of important events or incidents which have occurred or may occur, thus prohibiting the ability to react to such events. **(Medium)**



### Reporting of learnt and monitoring of actions

From our sample of ten events over the previous 12 months, we sought to confirm that learned exercises are undertaken and actions arising are monitored. Testing found that in 9 cases a debrief had not been undertaken, thus has not identified any lessons learned. We found that this was due to no meetings taking place in the month following a sampled event (where a debrief would be undertaken). We were advised that this was due to the majority of meetings undertaken over the previous year being virtual meetings or having been cancelled. We noted that in one case (Slough Half Marathon) a specialist lessons learned review had been undertaken by the Policy Team. We were further advised by the Communications Officer that no work had yet been undertaken against the actions detailed within this. This was due to no formal meeting being undertaken since its completion.

We were also advised by the Communications Officer and the Emergency Planning and Business Continuity Manager that no process is currently in place to take identified lessons learned from debriefs and incorporate these into any improvement plan. If lessons learned are not regularly identified, reviewed and incorporated into an improvement plan, there is an increased likelihood that required areas of improvement will not be addressed, thus decreasing the overall effectiveness of the SAG. **(Medium)**

1	The Emergency Planning and Business Continuity Manager will ensure that minutes of SAG meetings are taken, retained and circulated to all core members following meetings.	Medium	31 <sup>st</sup> March 2020	Dean Trussler – Emergency Planning and
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	As part of this, the use of 'dialling in' and telephone conferencing will also be considered for members and named representatives that may not be able physically attend meetings.			Business Continuity Manager
2	The Emergency Planning and Business Continuity Manager will oversee the implementation of a set of policy and procedural documents for the SAG. This will also include a review of the current SAG process flowchart.  These will also be formally reviewed and approved by CMT and Cabinet.	Medium	31 <sup>st</sup> March 2020	Dean Trussler – Emergency Planning and Business Continuity Manager
3	The Events and Commercial Officer will undertake a review of the Council Website and intranet page, ensuring this details; <ul style="list-style-type: none"> <li>• The full SAG process including timescales;</li> <li>• An avenue to download an event booking form; and;</li> <li>• An event booking e-form</li> </ul>	Medium	30 <sup>th</sup> March 2020	Lynsey Hellewell – Events and Commercial Officer
4	The Emergency Planning and Business Continuity Manager will work with the SAG to develop a safety framework to be used when reviewing events which will include a methodology for assessing event plans, as to ensure that a consistent approach is applied when determining which events require SAG review.  This will also be further supported by the development of formal safety opinions, by which should be communicated to event organisers following formal SAG review.	Medium	29 <sup>th</sup> February 2019	Dean Trussler – Emergency Planning and Business Continuity Manager
5	The Events and Commercial Officer and the Emergency Planning and Business Continuity Manager will produce template event plans and risk assessments for event planners.	Medium	31 <sup>st</sup> March 2020	Lynsey Hellewell – Events and Commercial Manager
6	The Events and Commercial Officer and the Emergency Planning and Business Continuity Manager shall review the reporting arrangements of the SAG and introduce regular reporting into CMT. This will include the reporting of; <ul style="list-style-type: none"> <li>• Future known events;</li> <li>• Outcomes from recently reviewed events; and</li> <li>• Any issues following recent events.</li> </ul>	Medium	31 <sup>st</sup> March 2020	Dean Trussler – Emergency Planning and Business Continuity Manager
7	The SAG will implement an effectiveness review process, whereby all events will be discussed in order to identify any lessons learned. Lessons learned will be incorporated into a quality improvement plan (QIP), which will be regularly reviewed and SAG meetings.	Medium	31 <sup>st</sup> March 2020	Dean Trussler – Emergency Planning and Business Continuity Manager



2 High  
3 Medium  
2 Low

We noted the following issues, resulting in two high and three medium priority management actions:



**Risk Assessments**

Risk assessments of service areas are completed by first line supervisors to identify and score risks and to determine existing controls and actions required. We found that such health and safety assessments had not been undertaken by all services within the Adult Social Care (ASC), Childrens’ Learning and Skills (CLS) and Finance and Resources directorates, and although reported that these had been completed for the Regeneration/Place and Development directorate, we were unable to confirm this for all areas. Without evidencing completed risk assessments, there is an increased liability on behalf of the Council if any harm to staff or members of the public is a result of incidents that may have been identified and avoided. **(High)**

There is also currently no Council-wide list of risk assessments to be undertaken by directorates and services. Without such a comprehensive list, there is no way to carry out an accurate exercise of risk assessment completion and compliance at a directorate or Council-wide level. **(Medium)**



**Training**

There are four mandatory health and safety training modules that must be completed by SBC staff within the first six months of employment. We noted that of the 1159 total Council employees, no module had more than 66 per cent compliance (Fire Safety), with 59 per cent the lowest recorded completion rate (Office Safety). We also identified that for a sample of ten new starters since January 2018, only two of these had completed all of the training within the month timeframe.

Although the Council is currently in the process of reviewing and revising mandatory training needs, with a series of recommendations to be presented to CMT in September 2019, if staff do not have relevant skills and knowledge in relation to health and safety, there is an increased risk of inadequate and inappropriate actions being taken not in line with the Council’s Health and Safety Policy. **(High)**



**Self-Audits**

Health and safety compliance audits are carried out by service managers at least annually to ensure tasks including identifying high level risks, carrying out risk assessments and reviewing safe operating procedures have been completed.

Our testing found that self-audits had not been fully completed across the ASC, CLS and Finance and Resources directorates, whilst we were unable to obtain evidence confirming all audits had been undertaken within the Regeneration/Place and Development directorate as reported. Without the completion of this exercise, there is an increased likelihood that weaknesses and issues go unresolved given the inadequate review of health and safety processes. **(Medium)**



**Directorate Health and Safety Action Plans**

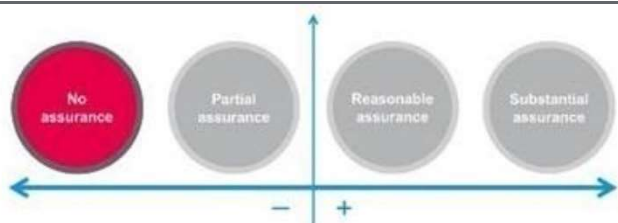
Each directorate has prepared a health and safety plan, listing service related actions derived from the overarching Health and Safety Policy to be undertaken by managers. We confirmed that the directorates are currently progressing with their plans, however we noted that there was a total of 15 overdue target dates across the ASC, CLS and Finance and Resources directorates. Without renewing target dates, there is a risk that the plan is not reflective of health and safety intentions and an increased potential for directorate non-compliance with Council expectations. **(Medium)**

1	<p>The Health and Safety Board will ensure that target dates are reviewed as part of the standing agenda item to provide directorate updates on action plans so as to ensure all action dates are appropriate.</p> <p>Overdue action target dates will be reviewed by directorates, with a revised date agreed and updated within the action plans.</p>	Medium	31 <sup>st</sup> March 2020	Robin Pringle - Health and Safety Manager
2	<p>Upon the review of the mandatory training schedule, the Council will ensure that all staff complete the health and safety training modules relevant to job roles.</p>	High	31 <sup>st</sup> January 2020	Robin Pringle - Health and Safety Manager
3	<p>Directorates will ensure that risk assessments are completed across all service lines on an annual basis. These will all be saved on a directorate shared drive for accessibility.</p>	High	31 <sup>st</sup> January 2020	Robin Pringle - Health and Safety Manager
4	<p>Directorates will produce a list of all relevant risk assessments to be completed for their departments, which will be compiled into a Council-wide list of risk assessments.</p> <p>Upon the employment of a Compliance Officer, this list will be used to ensure that all risk assessments have been completed across all directorates.</p>	Medium	31 <sup>st</sup> March 2020	Robin Pringle - Health and Safety Manager
5	<p>Directorates will ensure that health and safety self-audits are completed across all service lines on an annual basis.</p> <p>The completion of these audits will be reported to the health and safety team and reviewed by the Health and Safety Compliance Manager.</p>	Medium	31 <sup>st</sup> March 2020	Robin Pringle - Health and Safety Manager

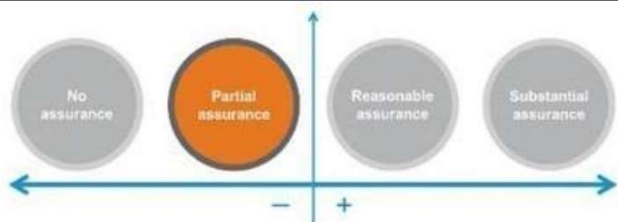
## APPENDIX B: 2019/20 ASSURANCE OPINIONS

We are constantly developing and evolving the methods used to provide assurance to our clients. As part of this, we have refreshed our opinion levels in line with the graphics below.

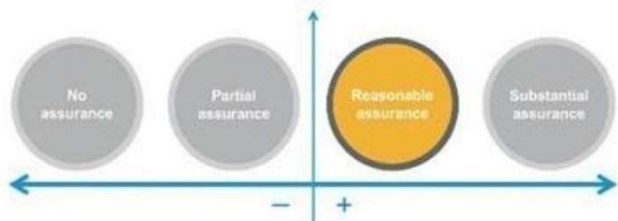
We use the following levels of opinion classification within our internal audit reports, reflecting the level of assurance the Council can take:



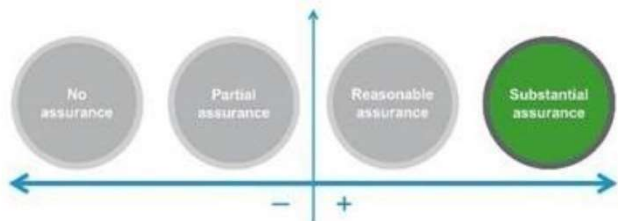
Taking account of the issues identified, the Council **cannot take assurance** that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied or effective. Urgent action is needed to strengthen the control framework to manage the identified risk(s).



Taking account of the issues identified, the Council can take **partial assurance** that the controls to manage this risk are suitably designed and consistently applied. Action is needed to strengthen the control framework to manage the identified risk(s).



Taking account of the issues identified, the Council can take **reasonable assurance** that the controls in place to manage this risk are suitably designed and consistently applied. However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).



Taking account of the issues identified, the Council can take **substantial assurance** that the controls upon which the organisation relies to manage the identified risk(s) are suitably designed, consistently applied and operating effectively.

## FOR FURTHER INFORMATION CONTACT

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**AUDIT AND CORPORATE GOVERNANCE COMMITTEE**  
**WORK PROGRAMME 2019/2020**

Meeting Date
5 March 2020
<ul style="list-style-type: none"><li>• Exception Reporting to Overview &amp; Scrutiny Committee</li><li>• Quarter 4 Internal Audit Progress Report</li><li>• Quarter 4 Risk Management Update</li><li>• LGA Governance Review</li><li>• Members Performance Report</li></ul>

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**MEMBERS' ATTENDANCE RECORD 2019/20**  
**AUDIT AND CORPORATE GOVERNANCE COMMITTEE**

<b>COUNCILLOR</b>	<b>30/07/19</b>	<b>19/09/19</b>	<b>09/12/19</b>	<b>05/03/19</b>
Akram	P	Ap		
Ali	P	P* (left 7.15pm)		
D Parmar	P	P		
S Parmar	P	P		
Plenty	P	P		
Sabah	P	P		
Wright	P* (from 6.36pm)	P		
<b>CO-OPTED INDEPENDENT MEMBERS</b>				
Iqbal Zafar	P	P		
Alan Sunderland	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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